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**THE EFFECT OF MOTIVATION AND JOB
SATISFACTION ON ENTREPRENEURIAL
PERFORMANCE: A STUDY ON WOMEN
ENTREPRENEURS AND MANAGERS OF TOUR
AND TRAVEL BUSINESSES IN FIJI**

by
Sera Tagicakibau

A thesis submitted in partial fulfillment of the
requirements for the degree of
Master of Commerce in
Management and Public Administration

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June, 2017

DECLARATION OF ORIGINALITY

Statement by Author

I, Sera Salavou Nailagovesi Tagicakibau, declare that this thesis is my own work and that, to the best of my knowledge, it contains no material previously published, or substantially overlapping with material submitted for the award of any other degree at any institution, except where due acknowledgement is made in the text.

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Statement by Supervisor

The research in this thesis was performed under my supervision and to my knowledge is the sole work of Ms. Sera Salavou Nailagovesi Tagicakibau.

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DEDICATION

I dedicate this thesis to my mother and son who have been behind me throughout the entire process. Their support, encouragement and patience have motivated me to complete this thesis.

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ABSTRACT

The field of entrepreneurship is fast becoming a means of livelihood among our Pacific island women. These women have been motivated intrinsically or extrinsically through various factors that contribute to their success and satisfaction. Women entrepreneurs in Fiji operate and manage businesses that are usually small and medium in size (SMEs). These businesses have a total asset or annual turnover of less than \$500,000 and employ 6 to 50 employees. Small businesses such as second hand clothing shops, boutique shops, cafeterias, handicraft shops, hair salons, beauty parlors, tour and travel business to name a few are usually owned and managed by women. With tourism businesses dominated by male and foreign investors in Fiji, women continue to face challenges and lack motivation to start a business in this sector.

This research sets out to study this problem among women entrepreneurs in the tour and travel business in Fiji. It aims to identify and investigate the effect of motivation and job satisfaction on women's entrepreneurial performance. In order to get answers to this issue, five questions were pursued and they are (1) What effect do factors of motivation have on job satisfaction of women entrepreneurs/managers in the tour and travel businesses in Fiji? (2) How does job satisfaction impact on entrepreneurial performance of women entrepreneurs/managers in the tour and travel businesses in Fiji? (3) What are the challenges facing women entrepreneurs/managers in the tour and travel businesses in Fiji and the impact of this on job satisfaction and entrepreneurial performance? (4) How well have these tour and travel businesses been performing? and (5) What are the main reasons driving women to do business in the tour and travel sector?

The methodology employed was predominantly quantitative but a mixed method approach and the means of gathering information was a survey questionnaire distributed to women entrepreneurs and managers of tour and travel service businesses in Fiji. There were a total of 53 women entrepreneurs/managers that voluntarily participated in the survey. The findings revealed that intrinsic and extrinsic motivations both have positive effects on job satisfaction of women

entrepreneurs. When entrepreneurs are satisfied it has a positive influence on their business performance; and entrepreneurial challenges do have the mediating effect of job satisfaction on entrepreneurial performance. The findings also indicate that tour and travel businesses managed by women have been performing well, and that the main motivation for these women is the thought of owning their own business and being their own boss. Other driving factors included the need for an investment opportunity, a career change and the ability to provide effective and efficient services for the tourist and local market.

It is important that women entrepreneurs are prepared to take on challenges as this will help their business develop and grow successfully. Through motivation and satisfaction, entrepreneurial performance of women will eventually become better. The limitations encountered by this study were the limited time given to carry out data collection and the low number of participants for a quantitative research. Despite these drawbacks, the study was eventually completed.

ABBREVIATIONS

CBD	Central Business District
GEM	Global Entrepreneurship Monitor
GDP	Gross Domestic Product
IFC	International Finance Corporation
OECD	Organization for Economic Co-operation
SMEs	Small and Medium Enterprises
SPSS	Statistical Package for Social Sciences

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Chapter One

INTRODUCTION

For the past few years, the subject of entrepreneurship has been given much attention, stemming primarily from the discovery by economic analysts that small firms contribute considerably to economic growth and vitality (Carland et al., 2015). Moreover, entrepreneurial careers have been chosen by many people compared to working in larger companies or as employees, because of the greater economic and psychological rewards it seems to offer (Acs et al., 2015). Entrepreneurship is defined in various literatures describing business processes. Dating back to the eighteenth century where its definition was used as an economic term, entrepreneurship describes the practice in taking risks of trading at certain and uncertain prices (Sikalieh et al., 2012).

Others later gave a broader context that included the factors of production concept to be incorporated together into the entrepreneurship definition (Davidsson, 2016). This definition made others question whether entrepreneurship was just a type of management or a unique type of entrepreneurial function. Drucker (2014) stated that the idea of innovation was added to the entrepreneurship definition earlier on this century. This innovation includes product innovation, factor and market innovation, process innovation and organizational innovation. Definitions later on described entrepreneurship as being involved in creating new ventures and with the entrepreneur being the founder of these new ventures (Acs et al., 2015).

Entrepreneurs are risk-takers, organizers, managers, business leaders and innovators of new ideas. They exist in various business sectors and play a pivotal role in our economies. Today there are just as much women entrepreneurs as men compared to the past decades where the industry was male dominated (Hassan et al., 2014). Being confined to the four corners of their home doing household activities, women are coming out from their comfort zones and engaging in new activities (Verebalavu, 2009). Women entrepreneurs of today for example in India have a strong desire in

doing something positive and a growing confidence and strength in seeking work that is challenging and new to achieving work-life balance (Saini, 2014).

Furthermore, most women entrepreneurs engage themselves in small businesses known as Small and Medium-sized Enterprises (SMEs). According to Hanqin Qiu and Morrison (2007), SMEs are recognized internationally as agents of innovation, economic growth and wealth creation and play a significant role in employment and productivity. For instance even in the United Kingdom (UK) SMEs led by women add about £70 billion to the economy, however, the majority of women in this sector account for only 19%. In tourism, according to Twining-Ward and Ferguson (2011), 36% of women are employers or entrepreneurs while 22% comprise of the other sectors.

For women in entrepreneurship, motivation and job satisfaction plays an integral part in their lives. To be motivated, one has to have that sense of achievement, focus and confidence. As defined by Hunter (2012: 139) “Motivation is the process of developing intent, energy, determination, and action to carry out certain behavior.” For entrepreneurs and managers it is also about having a positive attitude, learning from others, knowing your weaknesses, tracking your progress so that you are able to accomplish what has already been set out for your business. Job satisfaction, on the other hand, is “a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences” (Farrington, 2012: 2).

According to Tlaiss (2013), independence and financial security are considered by entrepreneurs as the main factors for their satisfaction in running a business whereas today other factors such as employees, government assistance, support from family and friends and so forth also satisfies them. Motivation and job satisfaction can be linked to entrepreneurial performance because when an individual is motivated, he or she tends to work hard or become more committed to accomplishing the goals he or she has set. Entrepreneurial performance is to do with how the business is performing and the actions taken by the entrepreneur in achieving its target. Therefore, motivation brings about job satisfaction and job satisfaction results in good performance (Ali and Mahamud, 2013).

The chapter begins by looking at the research background and significance of the study. It then explores the aim, objectives and key research questions and the research site. Finally, we conclude by giving a brief overview of the chapters that follow in this research.

1.1 Research Background

Women in business have found entrepreneurship to be an important aspect of their lives as it enables them to rise above the ‘glass ceiling’ of the business environment, and to secure a source of provision to being self-sufficient in their career paths (Mahajar and Yunus, 2012). Women, especially those who are entrepreneurs, have been contributing significantly in various communities, countries and globally as a whole. Their efforts in their respective business fields have seen developments and transformation within their economies which has helped in achieving a favorable status and income (Hasan et al., 2014).

With women entrepreneurship being carried out globally, scholars have explored various aspects relating to this subject. Roy and Manna (2014) studied the issues of motivation and choice of business among women entrepreneurs in India; John Watson et al. (2014) explored the impact of governmental support policies and socio-cultural influences on female entrepreneurship in rural Vietnam; Katongole et al. (2013) focused on the concept of business enterprise success and the role of personality traits towards success of women entrepreneurs in business while (Aramand and Terhune, 2010) examined the role of culture on women entrepreneurship in Mongolia.

As one of the leading industries around the world, tourism is where most of the small economies find their main source of foreign earnings. Research has previously been undertaken on women entrepreneurs in the tourism industry (Cudmore et al., 2009; Elijah-Mensah, 2009; Katongole et al., 2013 and Stavroulakis et al., 2013). These studies focused on women in agritourism; role of personality traits in success of business; the aspects, characteristics and development of women in tourism entrepreneurship and women’s investment in education and government programs to

help facilitate their entrepreneurial involvement in tourism. When linked to the travel and tour businesses, Westcott (2014) studied the role of women in travel services in British Columbia; Zapalska and Brozik (2014), Banu (2008) studied tour and travel entrepreneurs in the Andaman & Nicobar Islands; Proctor (2000) reports on a women who have worked her way up to success in the travel industry and is now managing a successful travel service business.

Like any other, this study tries to discover a gap in the literature. There is extensive focus in the literature on motivation of women entrepreneurs (Alam et al., 2012; Charles and Gherman, 2013; Ismail et al., 2016; Moses et al., 2014; Rey-Marti et al., 2015 and Sadi and Al-Ghazali, 2012), and on the job satisfaction and entrepreneurial performance of women entrepreneurs (Akehurst et al., 2009; Cheraghi et al., 2014; Ekpe et al., 2013; Fiorillo and Nappo, 2014; Ntumba and Chen McCain, 2001 and Tlaiss, 2013). But there is little focus on the effect of motivation and job satisfaction on entrepreneurial performance of women entrepreneurs in the tour and travel business in Fiji. This is the gap which the study sets out to fill.

1.2 Significance of the Study to the Topic

Entrepreneurship is a fast growing sector with more women engaging in its activities (Sullivan and Meek, 2012). This growth can be identified in terms of the number of businesses owned and managed by women, the revenue generation and employment opportunities that are being made available. Looking at what scholars studied, this research focuses on a different dimension which tries to find how motivation and job satisfaction plays a role in entrepreneurial performance of women-owned and managed travel services and tour operations in Fiji. The main problem this research is trying to investigate is the lack of motivation in Fijian women to start their businesses in the tour and travel industry together and the hurdles that are associated with such businesses.

It would be interesting to know more about how women operate in the tour and travel business industry in Fiji because there have been very few studies carried out in this particular area. This study should help us understand the factors of motivation and

job satisfaction of women entrepreneurs in the tour and travel businesses in Fiji and how these factors impact on the performance of their business. It should also familiarize us with the challenges women face and how they overcome them. Moreover, the study also tries to investigate how well these women businesses have been performing.

Tourism in Fiji is one of the main contributors to Gross Domestic Product (GDP), economic growth and employment opportunities (Narayan, 2004). With many new opportunities arising within this sector, the local business people have taken the initiative to invest and operate their own tourism business. These consist mainly of SMEs such as tour operators, travel agencies, home stays, handicraft shops to name a few. An industry with mostly overseas and male investors, it is very pleasing to see that the women too are taking an initiative to venture into this business sector and make a living for themselves.

With not much research on the effect of motivation and job satisfaction on entrepreneurial performance of women in the tour and travel business in Fiji, this study would not only contribute to knowledge and foster the theoretical background of women entrepreneurship, but also aid future researchers in field by giving them a better understanding and foundation for their own studies. Given that no research has been conducted on women entrepreneurs and managers of tour and travel business in Fiji, this study can make a significant contribution to the body of knowledge in this area. Moreover, due to the lack of motivation among Fijian women to venture into the tour and travel business, the conceptual framework designed in this study focused on the intrinsic and extrinsic factors of motivation that contribute to job satisfaction and entrepreneurial performance of women, rather than solely on motivation of women.

The findings of the study would also be a contributing and learning factor for the local business women in the travel agency and tour operations as well as the tourism business sector as a whole. It would also give an idea to emerging women entrepreneurs in motivating them to realize their goals of starting their own business. Importantly it emphasizes the crucial contribution of SMEs towards our economy,

and thus provides a means of exposure to Fiji's SMEs in the facilitation of new business opportunities and markets. Furthermore, this study would support government and non-governmental organisations in making decisions for the business sector with regards to entrepreneurial development and women relationships within the business sector in terms of planning and executing programmes for women entrepreneurs' training and development.

1.3 Aim

Tourism is a fast growing sector in many countries with the emergence and growth of women businesses having a considerable impact on the global, regional and local communities (Kossyva et al., 2012). Providing a range of formal and informal employment for women, tourism jobs can be carried out in the work place, at home or even within the community (Twining-Ward and Ferguson, 2011). The aim of this research is to identify and investigate the effect of motivation and job satisfaction on women's entrepreneurial performance in the tour and travel businesses by:

- Identifying the factors of motivation that contributes to the job satisfaction of women entrepreneurs and managers in the tour and travel business in Fiji.
- Investigating the factors of job satisfaction and its impact on entrepreneurial performance for these women.
- Identifying the challenges faced by women entrepreneurs and analyzing its mediating effect on the relationship between Job Satisfaction and Entrepreneurial Performance.
- Identifying ways to help women in this business industry and to encourage other women to venture in a business of their own.

1.4 Research Objectives

The following objectives have been proposed in order to achieve the aim of this study:

- To explore the effect of intrinsic motivation on job satisfaction of women entrepreneurs and managers in the tour and travel businesses in Fiji.
- To explore the effect of extrinsic motivation on job satisfaction of women entrepreneurs and managers in the tour and travel businesses in Fiji.
- To investigate the influence of job satisfaction on entrepreneurial performance of women owned/managed tour and travel businesses in Fiji.
- To investigate entrepreneurial challenges and analyze the mediating effects on job satisfaction and entrepreneurial performance.
- To investigate how well these tour and travel businesses have been performing.
- To investigate why these women started their tour and travel businesses.

1.5 Research Questions

To gather the right and necessary data for this study, the following questions were asked:

1. What effect do factors of motivation have on job satisfaction of women entrepreneurs/managers in the tour and travel businesses in Fiji?
2. How does job satisfaction impact on entrepreneurial performance of women entrepreneurs/managers in the tour and travel businesses in Fiji?
3. What are the challenges facing women entrepreneurs/managers and the impact of this on job satisfaction and entrepreneurial performance?
4. How well have these tour and travel businesses been performing?
5. What are the main reasons for these women to do business in the tour and travel sector?

1.6 Research Country Background

Small and Micro Enterprises are a vital sector within the Fiji economy and they contribute to economic growth, employment opportunities, poverty alleviation, income generation, empowerment of women and youth and many other developmental aspects. In Fiji, Micro Enterprises are those with less than five employees and a turnover not exceeding \$30,000 while small enterprises employ

between 6 and 20 people and have a turnover between \$30,000 and \$100,000 (Nair and Chelliah, 2012). According to Whiteside (2013: 1)“Women are the driving force behind the small and micro enterprises (SME’s) sector.” They are an important entrepreneurial force in many economies and are employed or have businesses in the tourism, garment, early childhood education and private sectors.

In Fiji, the tourism industry tops the list for foreign exchange earnings and is mostly private sector driven. It also raked in estimated gross earnings of \$1.3bn which is about 17.8 percent GDP in 2012 (Investment Fiji, 2016). Thus, we see how vital this industry is to the Fiji economy in terms of earnings, employment and provision of services. According to Cutura (2008), women own up to 19 percent of the businesses in Fiji and most of these businesses fall under the tourism industry. This shows the interest by our women in setting up a business for their livelihoods in this fast changing industry.

1.7 Conclusion

This chapter basically provided us an idea of what the research is about. It gives us the background, significance and implications of the study, and details the objectives, aim and research questions which the study will try and answer. It also explains the factors which are of interest to the study and provided information on the background of the country and business sector studied which in this case was the tour and travel business in Fiji.

1.8 Overview of the following Chapters

Chapter two presents the literature review on women entrepreneurship, in the context of SMEs. It also looks at literature on motivation, job satisfaction and entrepreneurial performance together with the challenges women entrepreneurs and managers of tour and travel businesses face in their work. The chapter also conceptualizes the theoretical framework of the study, and proposes some hypothesis.

Chapter three outlines the methodology used and the rationale behind them. It elaborates on the overall design of the study, the population of the study, variables

used in the study, tools used in data collection and the analyzing of data. Limitation and ethical issues regarding this study are also discussed here. Chapter four presents the findings of the study together with an in-depth discussion of the findings. These findings have been presented with the help of tables, figures and verbatim quotes of the participants interviewed. In the discussion, appropriate references to literature are made.

Lastly, with the fifth and final chapter of the study consisting of the conclusion and a summary to the key findings of the study, policy implications are also discussed together with recommendations on how the women entrepreneurs of tour and travel businesses in Fiji can be assisted by government and various stakeholders. Considerations for future studies are also taken into account to address the limitations pertaining to this research.

Chapter Two

LITERATURE REVIEW

2.1 Introduction

A literature review evaluates information from literature related to a particular area of study (Bryman, 2015). It scopes out the necessities for data collection conducted for research and also forms part of the research design process (Baker, 2016). According to Thelin et al. (2014) the approach adopted by any study should be in line with current practice in grounded research work and prior to collecting data, researchers should familiarize themselves with existing research. The review also provides direction in the structure of data collection tools, helps in maintaining the topic's perspective throughout the study and the critical analysis of data during the analysis stage.

In this study, the main purpose of carrying out the literature review was to survey previous studies on motivation, job satisfaction and entrepreneurial performance of women entrepreneurs. Secondary data sources also served as the key bibliographic tools for identifying relevant work for review. The most significant of these are the business and management databases while a few significant publications were also selected from personal recommendations and citation pearling. Relevant publications were found in the literature of a number of academic domains including International Journal of Management, International Journal of Business and Management, International Journal of Entrepreneurship and Small Business, and Management Research Review, Tourism and Hospitality Research and many others. Most of these publications take the form of journal articles.

The key concepts and theories were explained in section 2.2 to section 2.7. Furthermore, section 2.8 discussed the conceptual framework and the variables employed in the study. Finally section 2.9 discussed the hypothesis developed from the literature review.

2.2. Women Entrepreneurship

Developing and promoting the spirit of entrepreneurship is important for industrialization and growth of any nation (Khosla, 2016). Entrepreneurship is defined by Kumar et al. (2013) as an economic activity which is undertaken by an individual or group of individuals. It plays an important role and with creative innovative business ideas it allows entrepreneurs to become profitable and successful. Today, entrepreneurship for women is not something new (Hassan et al., 2014). Women entering this field have shown encouraging improvements over these recent years and contributions to the economy and employment around the globe have been witnessed due to growth of women entrepreneurs. According to Kumar et al. (2013) efforts in enhancing the involvement of women in the enterprise sector have been undertaken both economically and globally.

A woman engaging in entrepreneurship involves themselves in organizing the factors of production, undertaking risks and providing employment to people. It is a vision or an idea which a woman seizes to discover and optimize to help in creating new jobs and economic empowerment among her fellow beings (Kumar, 2011). Women entrepreneurship has been defined by many scholars differently which gives us a better understanding of what they are and what they do. As defined by Khosla (2016: 17) women entrepreneurship is “an enterprise with at least 51% of capital owned by women and 51% of its employment generated in the enterprise is given to women”. Kumar et al. (2013) looked at women entrepreneurship as a woman or group of women who initiate(s), organize(s) and manage(s) a business enterprise. According to Iyiola and Azuh (2014: 4) it is “a female who plays a captivating part by repeatedly interacting and keenly adjusting herself with financial, socio-economic, and support spheres in society”.

Globally, women entrepreneurs are venturing into the service related areas such as retail, education, tourism and public relation. They exhibit their skills through the work they do whether it be home based such as handicrafts to manufacturing small goods such as virgin coconut oil and running shops to promoting specialist services such as travel agencies, hair salons, boutique shop and so forth. It is these business

developments by women that have increased their participation in the provision of employment opportunities, improvement of education, health, social status and economic independence as well as the livelihood of their families (Zapalska and Brozik, 2014).

Women entrepreneurship in this study looks at the women entrepreneurs and managers of tour and travel businesses in Fiji. These businesses are also known as small and medium enterprises. SMEs as defined by Tiwari (2011: 74) are “enterprises that employ no more than 250 employees”. Definitions differ from one country to another but are usually based on assets and employment of an enterprise or both. In Fiji, Devi (N.d: 238) defines two types of SMEs: as a small business or “any enterprise which has a turnover or total assets between FJ\$30,000 and FJ\$100,000 and employs 6 to 20 people”; and a medium business or “any enterprise which has an annual turnover or total assets above FJ\$100,000 and FJ\$500,000 and employs between 21-50 people”.

According to Tourism Fiji (2015), a quarter of the businesses in the tourism industry are owned or managed by women. These businesses comprise of tours and travel agencies, cultural handicrafts, boutique/resort wear shops, home stays and backpackers to name a few. Women in entrepreneurship are equally important as their male counterparts so therefore promoting their businesses and encouraging other women to start their own businesses should be given consideration too.

2.2.1 Status of Women Entrepreneurs

Women entrepreneurs vary in terms of their managing styles, talents, skills and knowledge to their ability and creativity, passion for ideas they have and the desire to do something positive and different (Mehta and Parekh, 2014). Entrepreneurship is an action where women get to realize their own abilities and potentials. Women are able to reach a position where they take risks, make decisions and administer them (Yilmaz et al., 2012). According to Neriyauri and Panatula (2013), women take up entrepreneurship to develop new ideas for their business and make it become a reality, prove that they can do what men can and many other reasons.

According to the General Entrepreneurship Monitor (GEM) Report (2015) business or enterprise activities rose by 7% while the gap in gender (women to men) regarding entrepreneurship dropped by 6% since 2012. The GEM report also confirmed significant differences in entrepreneurial activities of women ranging from 41% in Zambia and Nigeria to a 2% in Japan and Suriname. Some countries, for instance Vietnam, Philippines, Ghana, Nigeria and Brazil to name a few, are likely to have women as entrepreneurs than men. On the other hand, European efficiency-driven and Asian innovation driven countries show that not many women enter into entrepreneurship as the case of men.

Within the SME's sectors in Fiji, Whiteside (2013) stated that women have been the main driving force. They operate and own businesses in the tourism, garment, early childhood education and private sectors. In many economies, they are seen to be an important entrepreneurial force. The tourism industry in Fiji tops the list for foreign exchange earnings and this is mostly private sector driven. According to Investment Fiji (2016), the tourism industry in 2012 raked in an estimated gross earnings of just over \$1bn which accounted for 18 percent GDP. Thus, we see how vital this industry is to the Fiji economy in terms of earnings, employment and provision of services. In Fiji, 19 percent of businesses are owned and operated by women and most of these businesses come under the tourism industry (Cutura, 2008). This goes to show the interest by women in taking up an entrepreneurial career path that would provide for their livelihoods.

Apart from other sectors, Zapalska and Brozik (2014) argue that the tourism sector offers better prospects for women in terms of workforce participation, entrepreneurship and leadership to name a few. Women are likely to lead, manage and own businesses in the tourism industry compared to other sectors (Twining-Ward and Ferguson, 2011). The tour and travel businesses around the globe are on the rise and entrepreneurs are either home based if their focus is on making more profit, independent service providers if they want to be their own boss or a partnership with the help of a business partner in running the business (Syratt and Archer, 2003). The tour and travel business in Fiji has risen and entrepreneurs have also realized the opportunity within this business market. Therefore, more women are

starting their own tours and travel business in order to provide for the growing demand of this business market.

2.2.2 Role of Women Entrepreneurs

In our modern economy, Mishra (2016) mentioned that it was a fast becoming obvious that women change from house makers to business women. “The role of Women entrepreneurs in economic development is inevitable” (Karinje et.al, 2015: 219). They need to be molded well with business traits and skills to encounter the various challenges in the business market and be capable to withstand and strive for excellence in the business arena. According to Dassanou et al. (2014), a significant and meaningful role is being played by women entrepreneurs who run SMEs as they contribute towards the development of the economy. Presently, women are not only generating employment for themselves but also providing employment to others.

Women entrepreneurs are known to be multi-tasking individuals; this is because they have the ability to balance work, life and family matters (Kossyva et al., 2012). Their leadership style as compared to men is more democratic, interactive and transformational (Buttner, 2001). Generations of women across the globe and from different backgrounds demonstrate a very promising sign of entrepreneurial spirit. For the future of these entrepreneurs to thrive, government should work to provide an environment that will bring about such developments (Kumar et al., 2013).

As stated by Neriyanuri and Panatula (2013), women entrepreneurs have a lot more responsibilities compared to their male counterparts. Their roles as a housewife and as a business women impact on their daily living and on their business. Around the world, women entrepreneurs are making a difference in the socio-economic arena, contributing ideas and capital resources within their communities, generating jobs and also contributing to other aspects of business (Iyiola and Azuh, 2014). Women of today have changed greatly compared to those in the nineties because they do things which women then could not. It is all about passion and hard work that enables these women to reach the unreachable.

According to Koya (2016) Fiji's women in business and those in the workforce are considered as a powerful source of economic growth for the country. Women entrepreneurship is a source of employment especially to women in society and through this, people are able to earn income and provide for themselves and their families and this also helps in alleviating poverty. Women entrepreneurs in the tour and travel business provide a source of income to the Fiji economy through tourist taxes because visitors who use the services provided by these businesses pay taxes when they visit our shores. Women entrepreneurs are also a source of economic change in the Fiji economy as they influence and encourage other women in their societies to work hard and achieve their goals to contribute to a better Fiji for tomorrow.

2.3 Motivation

In any business operation today whether small, medium sized or large, in trying to achieve a certain goal or better performance, entrepreneurs need to be motivated to do the job. Motivation is the driving force within one's self to achieve or do something and it is defined by various scholars differently. Singh and Tiwari (2012) define motivation as a drive which leads someone to achieving their goals. As defined by Gultekin and Acar (2014), motivation is a situation that triggers and stimulates behavior while Park and Word (2012: 707) define motivation as "an umbrella concept that captures the psychological forces that direct, energize and maintain action". The word motivation simply means to move and is also defined by Robbins et al. (2013), as the process accounting for an individual's intensity, direction and persistence of efforts towards attaining a goal.

A person who is not inspired or does not have the desire to act is characterized to be unmotivated, whereas being motivated is to be stimulated or having the eagerness towards achieving something (Ryan and Deci, 2000). According to Park and Word (2012), managers and their employees' work motivation is a determining factor for the success and development of their business or organization. When the business is managed well with employees' wellbeing looked after, it will do well. Entrepreneurs have different motives that drive them as individuals and these motives are generally

categorized as extrinsic and intrinsic motivational factors (Ismail and El Nakkache, 2014).

Studies on motivation have also been linked to women entrepreneurs and scholars try to find out various aspects that link the two together. In his study on factors influencing entrepreneurial motivation of women entrepreneurs, Pandey (2013) tried to find out the factors that could motivate the women entrepreneurs to set up a business in the district of Uttar Pradesh in India. It was found that financial institutions, banks and education were motivating factors for these women in terms of providing loans, increase in self-confidence and ability to recognizing their strengths. Rønsen (2012) explored the family and household situation in Norway to see if it was a barrier or motivation to the women entrepreneurs. It was found that most women were motivated to have their own businesses than hold a normal paid job while their children were still young because it was easier for them to balance work and life. Ali and Mahamud (2013) and Jacob (2008) in their different studies investigated women entrepreneurs and what motivated them to enter into entrepreneurship. The main finding from these studies is that women were motivated to start their own business by need for employment and to be in control.

2.3.1 Intrinsic Motivation

Intrinsic motivation is defined as carrying out an activity for pleasurable or satisfying purposes and also having an interest in that particular work (Ryan and Deci, 2000). According to Gangwani (2012), intrinsic motivation is about individual growth and pride of achievement. For example, a woman starting her own business, because of her need to achieve something good is considered to be intrinsically motivated. This is because she willingly started the business without pressure from external sources. Intrinsic motivation involves three scopes: motivation to know, motivation to accomplish and motivation to experience stimulation (Van Heerden, 2014). In relation to entrepreneurs and managers, motivation to know is to do with learning and understanding of new business concepts, motivation to accomplish is to engage in work in order to reach personal goals. When entrepreneurs or managers are motivated through stimulation this refers to the different experiences they wish to encounter upon carrying out a particular task.

For women entrepreneurs, some of the intrinsic factors that motivate them are independence, achievement, recognition, personal development and personal wealth, to name a few. According to Ali and Mahamud (2013) because of stress and job frustrations of not being able to perform at the level they were capable of in their previous jobs, women have been driven to entrepreneurship for their independence and sense of achievement. Benzing et al. (2009) explains that because of the freedom entrepreneurship offers in pursuing personal innovation and gaining financial rewards, women entrepreneurs are motivated for the personal development and wealth. Women entrepreneurs are also motivated because of recognition and status associated with entrepreneurship. Ismail and El Nakkache (2014) explained that entrepreneurship gains a greater social standing as compared to a normal paid job in society.

Moreover, creativity among entrepreneurs' especially Fijian women entrepreneurs is what sets them apart from their male counterparts as new ideas are involved for the betterment of the business. Intrinsic motivation contributes to innovative thinking as it relates to task satisfaction and enjoyment among individuals (Nair and Alkiyumi, 2016). In spite of the circumstance, this factor relies on determination of the individual and of task they enjoy or carrying out. As for entrepreneurs, intrinsic motivations relates to their interest in the job they do, their good relationship among others in the work place, their being in control and making decisions (Becchetti et al., 2013). Seen to be a good management concept, intrinsic motivation for an entrepreneur or a business can bring about benefits such as increased productivity, lower absenteeism, improved morale and better work relations.

As for women entrepreneurs in the tour and travel business in Fiji, intrinsic related factors were also a source of motivation for them from their business start up to its growth, even in times of challenges and success. Goals they set for their business were the main factors that drove women into never giving up until they had achieved what they wanted. Effective communication was another factor especially amongst the women and with their work colleagues and even so more important with their customers. Recognition within the tourism industry and relationship with business stakeholders were a contributing factor to their motivation. Moreover, being

passionate about their jobs is what continues to drive these women into performing well and becoming successful.

2.3.2 Extrinsic Motivation

Extrinsic motivation involves rewards that are either tangible or verbal in terms of individuals or a group of people having to carry out an activity. As a result of acquiring these rewards, they become satisfied (Klarner et al., 2013). As stated by Benzing et al. (2009), being extrinsically motivated is the very reason that entrepreneurs work because these motives are based on economic reasons such as money, whereas to being intrinsically motivated relates to one's growth and self-fulfillment. Extrinsic motivation it is doing an activity for the purpose of getting rewarded with money or gifts and these are known to be benefits that are tangible in nature and can include job security, salary and fringe benefits (Gangwani, 2012). It relates to activities that lead to desirable costs (Reinholdt, 2006) and deals with the external environment or what the organisations has to offer (Ogunnaike et al., 2014).

Extrinsic motivation, according to Van Heerden (2014) consists of four dimensions. These are integrated, identified, introjective and external regulations. In terms of entrepreneurship, integrated regulation would mean that the business activities would benefit other aspects of life apart from the pleasure of doing the job. Identified regulation would mean that the entrepreneurial activity is of value to them and not only because of the rewards, while introjective regulation is due to internal pressure within the entrepreneur to avoid regrets and guilt later. External regulation is the entrepreneur's behavior controlled by material rewards.

Women entrepreneurs are extrinsically motivated to enter into entrepreneurship because of factors such as unemployment, inability to fit with an organization, disagreements with management, limitations of financial rewards and job insecurity. Ali and Mahamud (2013) argue that because of unemployment the women of Somalia have opted to enter into entrepreneurship and start their own small businesses. Elijah-Mensah (2009) explains that women entrepreneurs of tourism businesses in Ghana were motivated for financial rewards greater than normal paid

jobs. Limitations and setbacks in a paid job also motivated women to start their own business (Perri and Chu, 2012). Another factor is reaching the glass ceiling where women who are about to retire or are aware they cannot break the glass ceiling choose to enter into business to secure another source of livelihood for them and their families.

In the tour and travel business in Fiji, women entrepreneurs and managers happen to be extrinsically motivated by the money that their businesses make and this is from products they sell in the tour and travel market. Another motivational factor is the commission they earn while selling others' products on their behalf; for example, a travel service can sell an island resort accommodation package to its customers and get a percentage of the sale in return from the resort as commission. Job security and flexible working hours are other motivation factors as these allow for mothers to have a more balanced work and family life. Another extrinsic factor that most women entrepreneurs and managers of tour and travel businesses in Fiji cite is the level of competition within the industry. With the growth in tourism and the demand in the tour and travel services, businesses in this industry compete amongst each other in terms of the products they sell, hence, it is through such factors that women entrepreneurs in this business are motivated to grow and become successful.

2.4 Job Satisfaction

As far as the type of work is concerned, it is more likely for self-employed individuals to be more satisfied with their jobs compared to paid employees (Millan et al., 2013). This is due to the fact that self-employment brings about greater autonomy, independence and freedom among individuals. Funmilola et al. (2013) as cited in Armstrong (2006) refers to job satisfaction as the feelings and attitudes people have about their work. Favorable and positive attitudes indicate satisfaction whereas unfavorable and negative attitudes indicate dissatisfaction with the job.

Many factors affect an individuals' decisions to become entrepreneurs and these factors are influenced by financial and non-financial considerations (Carree and Verheul, 2011). Financial considerations take into account the income and profits

whereas non-financial considerations include autonomy and job satisfaction. Job satisfaction is an emotional response towards various aspects of one's job (Pushpakumari, 2008). For managers and entrepreneurs job satisfaction influences their attitude in the work place. A high level of job satisfaction brings about positive attitudes while a not so satisfied person will bring about negative attitudes towards the job.

Past studies on job satisfaction have focused on various aspects relating to entrepreneurship (Akehurst et al., 2009; Berghe, 2011; Funmilola et al., 2013 and Millan et al., 2013). These studies found entrepreneurs to be more satisfied mainly due to the environment and conditions as these encourage better performance and the employment of workers for job security purposes. They also help entrepreneurs' businesses grow and survive and promote the sense of independence and flexibility among entrepreneurs. Job satisfaction is an important element in influencing a firm's performance as it reduces absenteeism and negligence of work thus productivity and more effort towards work excellence is achieved (Abdullah et al., 2007). Moreover, because of the fact that job satisfaction is important for organizational outcomes, Akehurst et al. (2009) state that women managers should be kept satisfied to keep costs down.

2.4.1 Measuring Job Satisfaction

Job satisfaction, according to Steger et al. (2012) refers to how well people like their jobs. It is a measure of the attitudes individuals have towards their job (Farrington, 2012). These measures as stated by Thompson and Phua (2012) are facet and global measures. Facet measures include the aspects of the job such as work conditions, accomplishments and job security while global measures look at the overall appraisals of the job. Empirical studies have been undertaken on measuring job satisfaction of women entrepreneurs and in this study, job satisfaction was measured using a survey questionnaire conducted on women entrepreneurs and managers of tour and travel businesses in Fiji. On a five-point Likert scale the women were asked how satisfied they were with some of the factors relating to their jobs.

Pushpakumari (2008) in her study on the impact of job satisfaction and job performance used a survey questionnaire to measure job satisfaction. The questionnaire took into account the different aspects of the job and the sum of all scores was taken as the overall job satisfaction. In another study on job satisfaction and gender identity of women managers and non-managers, Lipinska-Grobelny and Wasiak (2010) used several key aspects such as pay and promotion (extrinsic factors) and the work itself, co-workers and supervision (intrinsic factors) to measure job satisfaction.

Aziri (2011) stated that another way job satisfaction could be measured was by using the general scientific research method, the questionnaire. Two simple techniques are the satisfaction questionnaire where a five-point Likert scale is used to determine various aspects of job satisfaction and the job description index where factors are measured using the strength and weakness measuring scale.

2.4.2 Linking Motivation to Job Satisfaction

Work plays a dominant role in our lives and according to Singh and Tiwari (2012) it takes up most of our time than any other activity. Most of our adult lives are taken up doing work that is to support and provide for our livelihoods and that of our family. Entrepreneurs play a role in providing for this and therefore, it is important that entrepreneurs stay motivated and satisfied with the work they do. Rajan (2015), in his survey, found that motivation is vital for employers as it is a deciding factor of job satisfaction and performance of employees. Therefore, entrepreneurs need to ensure that what they provide for their employees will continue to motivate them to work and improve the performance of their business.

Linking motivation and job satisfaction may be due to related factors. Kian et al. (2014) state that organizational factors that are experienced by individuals may motivate them to put in more effort to work which fulfills their emotional demand, leading to job satisfaction. Commitment towards your job is from the feeling of being motivated and satisfied. As entrepreneurs are motivated, they put their effort and commitment into their job or business and through this they become satisfied

with their work. Therefore, the link between motivation and satisfaction is illustrated by the commitment and effort workers show towards their company.

When managers or entrepreneurs use varied approaches to make work more interesting, they increase the level of motivation and job satisfaction in the workplace (Lipinska-Grobelny and Wasiak, 2010). Managers have to ensure that a positive work life is provided in their business and the tasks and duties associated with the jobs gives personnel a sense of satisfaction and motivation (Alshallah, 2003). In this study, it was found that women entrepreneurs of tour and travel businesses were motivated to commit and put in more effort in making their business a success because of job satisfaction factors such as good money, job security, loyal and hardworking employers and so forth.

2.5 Entrepreneurial Performance

Business competition in the market is an everyday activity and participants are always increasing as the years go by (Teece, 2007). It is vital for entrepreneurs to know where their strengths and weaknesses lie in terms of managing and running their businesses. Scholars' definition of entrepreneurial performance varies. For Sun et al. (2016) entrepreneurial performance is being able to innovate, take risks and recognize business opportunities. It is the action an entrepreneur takes in reaching his or her desired goals and also refers to those tasks that are under the control of the entrepreneur, for example, decision making (Delmar, 1996). Moreover van Vuuren and Botha (2010) state that entrepreneurial performance is about starting a business, making use of an opportunity and growth of the business idea.

Odeleye et al. (2014) looked at entrepreneurial performance or firm performance as an important phenomenon in any business environment. It refers to the achievement of the firm within the business market and these achievements have various outcomes. Performance can be described as the firm's capability of producing satisfactory results and actions (Arifeen et al., 2013). When performance is good and exceptionally well, the business is successful, but when the performance is poor, the business runs into a loss. So in any business, success (profit) or failure (loss) reflects

the financial and entrepreneurial performance. Entrepreneurial performance is determined by the environment and the entrepreneur's motivation and ability to deal with the environment.

2.5.1 Measuring Entrepreneurial Performance

Any growing business will need careful management when it comes to investment decisions and development plans. It is vital to know where your business stands now and where you want to see it in five or ten years' time because this is one way in which you, as an entrepreneur or manager, will know if your business is progressing well or not. According to Matchaba-Hove and Vambe (2014), entrepreneurial performance is viewed as multidimensional by researchers. Moreover, it has become important for studies to integrate the different dimensions of performance. Lee et al. (2015) argue that performance is measured by business owners to check whether goals and objectives have been met. Investors use it to test for financial and productivity indicators, and management uses it to analyze past performances and make alterations. Employees also use it to ensure they are effective and efficient in order to get rewarded.

Empirical studies on entrepreneurial performance measures have been carried out by scholars and they explain the various measurements used together with its importance entrepreneurially. In their study de Vries et al. (2013) state that entrepreneurial performance is measured by the firm's annual turnover. In this case businesses with a great percentage of return on their shares will also get a high turnover in return and these returns are invested back into the business to make money. Another study by van Vuuren and Botha (2010) measured entrepreneurial performance through productivity, the number of employees and net value of the business. Entrepreneurial performance being measured from an economic point of view as explained by Alam et al. (2011) takes into account the rise in sales or increase in employees and a growth in profit margins.

According to Gupta and Muita (2013), research has shown that both financial and non-financial performance measurements are used to assess the success of

businesses. Within the travel and tour businesses this success is defined in terms of increase in revenue, growth of business, turnover, sustainability, increased sales volume and a high rate of customer satisfaction to name a few. Furthermore Pinho and de Sá (2013) also mentioned that entrepreneurial performance can be of a low, moderate or high level and is considered by the relationships entrepreneurs have with different business stakeholders.

In this study, women's entrepreneurial performance is measured in two different ways through a survey questionnaire. Firstly a four point Likert scale (from exceptionally well (1) to poor performance (4)) was used to measure how well the businesses have been performing over the years. Secondly, a five point Likert scale (from strongly agree (5) to strongly disagree (1)) was used to measure the various factors that influence the performance of businesses owned by women. It was found that some of the women-owned businesses were performing exceptionally well while most of the performance of other businesses was average. The old saying "what gets measured, gets managed" means that in order to improve on something we must know its status in that particular point in time. Therefore it is important that entrepreneurs continue to measure the success of their businesses to ensure quality performance and results.

2.5.2 Linking Job Satisfaction to Entrepreneurial Performance

The feelings and thoughts which stimulate someone to think about their job are known as job satisfaction (Masvaure et al., 2014). When one is feeling happy about their job, they are said to be satisfied; however, if one dreads the work, then he/she may be dissatisfied. Satisfied workers are believed to be hard workers and they get more done because they feel confident with the role they play, decisions they make and with completion of tasks knowing they have produced the best (Jon, 2010).

Job satisfaction has a positive impact on a person's level of commitment towards their work and their willingness to put in more effort (Imran et al., 2014). It also reduces stress which usually affects performance; therefore, satisfied entrepreneurs have positive and carefree perspectives about their work (Jui-Chen and Silverthorne,

2008). This positive attitude has a great influence over co-workers or employees, as it brings about positive and better entrepreneurial performance for the business as a whole. Job satisfaction and entrepreneurial performance can be linked in different ways.

The commitment to the business, environment hostility and perceived competitive advantage collectively influence the job satisfaction and entrepreneurial performance of the entrepreneurs, (Murphy and Callaway, 2004). When entrepreneurs have a high level of commitment, they become satisfied and this leads to good performance and vice versa. With environment hostility, entrepreneurs may be dissatisfied, resulting in low entrepreneurial performance. Competitive advantage is entrepreneurs being satisfied with the performance of their business believing they have a strong competitive position in the business market.

In their study of the determinants of satisfaction among entrepreneurs, Carree and Verheul (2011) linked job satisfaction to entrepreneurial performance using four types of factors. These factors were seen to have an impact on entrepreneurs' job satisfaction and their business performance. Firstly when business start-up motivation of entrepreneurs is high, they perform well and are satisfied with their jobs. Also the Individual controls (age and gender) and venture specific controls (size and involvement) of entrepreneurs will differ in terms of their satisfaction and performance levels. Human capital is another factor: when its level among entrepreneurs is high at business start-up point, entrepreneurs are likely to have a good financial performance and increases satisfaction.

2.6 Entrepreneurial Challenges

Being an entrepreneur may not be easy work as one would think of it to be. Like any other work, entrepreneurs also face challenges. To achieve goals and become successful in business, there are challenges which will have to be overcome and entrepreneurs who love what they do will not allow these challenges to get in the way of their business dreams. According to Ilhaamie et al. (2014) entrepreneurial challenges are the hardships, problems, limitations or obstacles faced either in the

startup, operations or expansion of the business stages. Karubi et al. (2014) explain that entrepreneurs see challenges as opportunities as it gives them a chance to act on working out these issues in order to enhance their problem solving skills as entrepreneurs. Entrepreneurial challenges can be looked at from an individual or organizational perspective depending on who the respondent is (Ilhaamie et al., 2014).

Entrepreneurs face many challenges when they first start, and some of these challenges, according to Kanchana et al. (2013), are marketing problems, technological problems, financial problems, stress, lack of skilled labors and a negative mindset. As this study focuses on women entrepreneurs, the field of entrepreneurship for women is not an easy road as there are barriers that somewhat hinders their development and success Khosla (2016). Women entrepreneurs in developing countries face greater challenges than those in developed countries (Afroze et al., 2015) because developing countries are relatively more unstable in terms of politics, economy and business environment (Zimmerman and Chu, 2013).

A main challenge often faced by women entrepreneurs and those women wanting to start a business is the lack of finance. Saini (2014) regards finance to be the 'life blood' of any business whether big or small. This financial challenge includes lack of security for the loan that women entrepreneurs apply for to start their businesses (McKinsey, 2011). Not many women have registered land titles and properties or if they do they are hesitant to use it for security purposes for their loan because of the fear of losing it if they default in loan repayment. Another is the unfavorable lending policies of financial institutions which often stipulate short repayment periods and very high interest. (Dassanou et al., 2014). When linked to tour and travel businesses in Fiji, women entrepreneurs and managers are faced with such challenges because of the nature of their business (SMEs) and also because of the fact that they compete against foreign investors or businesses that are well established in the tourism market.

Saini (2014) also saw competition to be a challenge for women entrepreneurs of small and medium enterprises because they may not have a lot of money and

resources for marketing purposes such as advertisements. Therefore, they will experience competition from well and organized businesses and also from their male counterparts. Upon carrying out this study it was found that women entrepreneurs and managers of tour and travel businesses in Fiji market their products through word of mouth, small brochures and through social media using the internet. These forms of marketing are cheaper and easier to use than the more costly ones such as billboards, media advert and so forth. Competition in business can be good or bad depending on how the entrepreneur is faced with the situation. Hasan and Alzubair (2016) in their study found competition among Bahrainian women entrepreneurs in SMEs to also bring about low performance among their businesses.

Mishra (2016) observes that finding the right employees can be a challenge for women entrepreneurs. Employees are the core function of any business and in order for a business to operate well it needs the right people to do the job. If business owners do not employ the right people, this can result in poor business performance (Lerner et al., 1997). The tour and travel business is all about providing service to the local and tourist markets and therefore to make the customers happy, to attract new customers and retain the old ones, employees need to put in the hard work to achieve this (Hoovers, 2015). However, this study found that some of the women entrepreneurs of tour and travel businesses found it difficult to get the right people to work for their business and they often experience a high turnover which is costly for them.

Challenges among our women have been an effect of gender inequality, insensitivity and exploitation (Tripathi and Sharma, 2012). Various stakeholders such as government, non-governmental organisations, women organisations and societal groups should support, and encourage women in entrepreneurship. Kaburi et al. (2013) explains that these efforts should be persistent, comprehensive and sustained in order to drive more women into the entrepreneurial field. When linking entrepreneurial challenges and job satisfaction, Ukonu and Tafamel (2011) state that women owners were likely to experience work – home role conflict regardless of the structure of their family or the number of hours spent at work. This work-home conflict has been associated with the level of job satisfaction and

perceived business success. Women who wanted to succeed and have their business perform well as stated by Rahim et al. (2017) should be able to demonstrate the seriousness, willing to face challenges and the problems encountered in their daily business operations.

2.7 Theoretical Framework

The theoretical framework for this study is based on Frederick Herzberg's two factor theory and David McClelland's high achievement theory. Herzberg's theory has become one of the most known and used theories to explain motivation and job satisfaction. The key assumption of Herzberg's two factor theory is that factors that cause satisfaction motivate people to perform effectively, whereas factors that cause dissatisfaction among individuals do not help them to perform. An entrepreneur can be satisfied with external factors such as the workplace environment and not satisfied with the job motivation while some entrepreneurs are satisfied with the job and not the workplace (Yusoff et al., 2013).

Existing studies on motivation and job satisfaction have been tested by Herzberg's two factor theory (Tietjen and Myers, 1998). Worthley et al. (2009) found female employers in Japan to rate extrinsic factors higher than their male counterparts; Valentine (2001) found female managers to have a much less perceived responsibility than their male counterparts which positively led to their job satisfaction and employee monitoring. Herzberg's theory can help entrepreneurs or even managers of businesses to improve the external factors of the business, such as workplace environment so that the employees are motivated to perform well. Entrepreneurs and managers should not only focus on hygiene factors but provide jobs that are enriching, challenging, and promotes a sense of responsibility, achievement and growth on the part of employees.

On the other hand, David McClelland's high achievement theory states that being successful in an entrepreneurial role relates to one's need for achievement. Managers and entrepreneurs with high achievement motivation can overcome hurdles, make use of resources available to them for help and develop their skills. Therefore, we

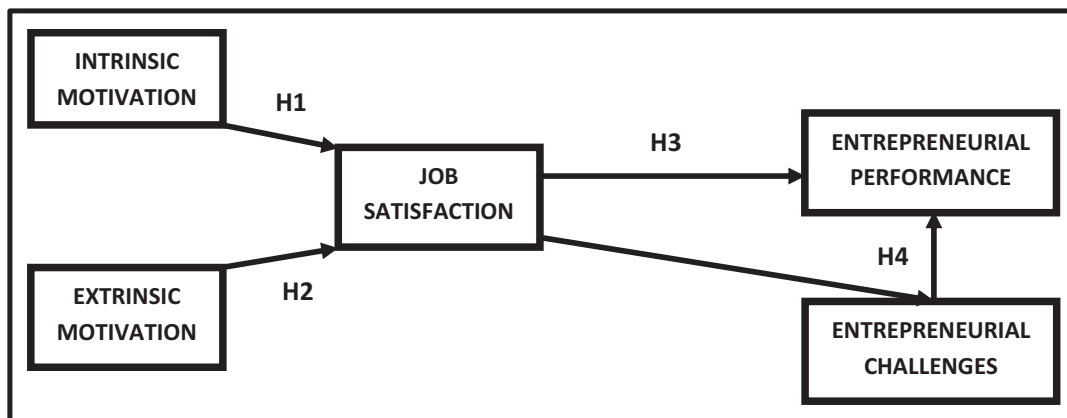
can differentiate between high performing and a low performing entrepreneur because of their need for achievement motivation. According to Hamman-Fisher (2009), entrepreneurs or managers should have a high need for power and achievement and a low need for affiliation.

Existing studies on entrepreneurial performance have been tested by McClelland's theory of achievement motivation. The meta-analytic study of Collins et al. (2004) found that the need for achievement differs between entrepreneurs and non-entrepreneurs, although there were few differences between managers and entrepreneurs; Krauss et al. (2005) demonstrated that the need for achievement explained business growth, even when controlling for other personality traits, and Cromie (2000) argues that the characteristics of managerial jobs may also attract a high need for achievement among individuals.

The two theories are somehow related in one way or another. Individuals that have a high achievement motivation are very much interested in the job, want feedback on the work they carry out and importantly, know how well they are performing on their jobs. As is the case with individuals with low achievement motivation, they tend to prioritize and are concerned more with external factors such as the workplace environment because they want people or workers to be satisfied and happy first with their job environment than on how well they perform.

2.8 Conceptual Framework

Figure 1: Conceptual Framework of the study



The proposed framework in **Figure 1** contains 5 constructs which are intrinsic motivation, extrinsic motivation and job satisfaction which are the independent variables. Entrepreneurial performance is the dependent variable while entrepreneurial challenges are the mediating variables. The arrows depict the hypotheses which the study is testing and this is subsequently explained in detail.

2.9 Hypothesis

The following hypotheses were formulated from the literature review carried out above. This study will need to test these hypotheses using the appropriate analytical methods. Results from these tests will then determine whether or not the hypotheses are accepted or rejected. It should also enable us to answer the research questions for this study.

H1: Intrinsic motivation has a positive and significant effect on job satisfaction

Satisfaction and pleasure derived from a certain activity refers to Intrinsic motivation (Venkatesh, 1999). For a person to be motivated to do the job, he or she needs to be satisfied with the job. Intrinsic motivation for an entrepreneur implies that he or she is motivated because of the love for the job and not because of the reward that is being awarded. Some examples of intrinsic motivation an entrepreneur would be motivated by are the goals they set for the business, passion for the job, appreciation of co-workers and being in control.

Intrinsic motivation exists amongst individuals and on the other hand, between individuals and the job. Because of its existence between an individual and the job, some scholars have described intrinsic motivation in relation to the job being interesting while others as the satisfaction gained from the intrinsically motivated job (Ryan and Deci, 2000). No two people are the same, and this is true of entrepreneurs and managers because some are motivated mainly because of their interest and love for what they do while others are motivated because of the reward they will get in return. Intrinsically motivated individuals are already satisfied prior to actually doing

the job, whereas extrinsically motivated individuals are satisfied upon obtaining the rewards for the job done.

H2: Extrinsic motivation has a positive and significant effect on job satisfaction

An important factor which leads one to achieving their goals is the drive and this drive is called motivation (Singh and Tiwari, 2012). The drive usually comes from inside or outside the person, and in the case of extrinsic motivation this is to do with outside sources. Such sources for an entrepreneur include money, praise and recognition, security and fringe benefits, to name a few. Usually an individual is extrinsically motivated because he/she already knows that he/she will be rewarded in return for the work done; and for the case of an entrepreneur or manager, he or she would have to work hard to ensure that the business is operating well for them to realize the rewards. In order to acquire the fringe benefits which maybe in the form of a job promotion and recognition within the industry, one must be motivated to work towards attaining them. Acquiring these rewards brings job satisfaction. Thus it can be said that extrinsic motivation impacts job satisfaction.

H3: There is a positive correlation between job satisfaction and Entrepreneurial Performance

Job satisfaction indicates how happy a person is with his or her job while entrepreneurial performance as stated by Sebikari (2014: 3) “is the achieving of set entrepreneurial goal. According to Pushpakumari (2008), performance is caused by satisfaction and satisfaction is caused by performance. An entrepreneur’s main goal is for the business to perform well and this is possible through the performance of the entrepreneur and his or her team. Hard work and effort need to be put in for the attainment of a high performance level. Satisfaction also contributes to business success because it boosts the morale of those working for the business and that of the entrepreneur. Some of the factors that influence job satisfaction include, promotion, the job itself, supervisors and work conditions to name a few (Carree and Verheul, 2011). Therefore if satisfaction is high, performance will be good, but if otherwise, problems can be encountered.

H4: Entrepreneurial Challenges mediates the effect of Job Satisfaction on Entrepreneurial Performance.

An achievement for many entrepreneurs today is starting their own businesses. On the other hand, trying to maintain it is a challenge and every business, whether large or small, faces some kind of challenge. These challenges can be the hiring of the right people to work in the business, marketing of your business brand or products, competition from other businesses and many more. It is important for any entrepreneur to be able to recognize and overcome the challenges that come about with the growth of their business in order to continue growing and thriving. When faced with challenges, the behavior and attitude of a person (in this case the entrepreneur or its employees) towards work is also affected. They may feel discouraged to put in more effort and this contributes to the poor performance.

Chapter Three

METHODOLOGY

3.1 Introduction

The purpose of this chapter is to describe the research methods used in this study. It comprises of seven sections in which section 3.2 describes the research paradigm and approach adopted together with the justification of its use in this study. Section 3.3 explains the type of research design used while section 3.4 elaborates on the research problem, research objectives and the operationalization of research variables. Furthermore, section 3.5 explains the participants of the study and the areas covered by this study, sample size, instruments and pilot survey conducted. It also describes the procedures used and the methods used in analyzing the data collected. Section 3.6 explains the limitations of the study while sections 3.7 and 3.8 deal with the ethical issues and the scope of the study, respectively.

3.2 Research Paradigm and Research Approach

In any research, it is important to determine the type of paradigm to be used because different researches deal with different phenomena, each requiring the right type of methodology and methods for data collection. As defined by Saunders et al. (2009), paradigm is a way of examining social phenomena from which understandings are gained and explanations attempted. Illustrated in table 1 on the following page are the characteristics of a positivist and phenomenological paradigm. These two paradigms are used by many researchers in their studies.

Table 1: Positivist and Phenomenological Paradigm

	<u>Positivist Paradigm</u>	<u>Phenomenological Paradigm</u>
Data Collection	Large sample used Reliability is high Validity is low Data is specific	Small sample used Reliability is low Validity is high Data are subjective
Role of researcher	Detached and objective	Researcher is part of what is observed
Research Approach	Formulates hypothesis and tests them Data is expressed numerically Reports presented in abstract language Questionnaire and cross sectional studies	Focused on meaning Minimum numerals are reported Reports presented in descriptive language Focus groups, interviews and case studies used

Sources: Easterby-Smith, Thorpe and Jackson(2012) and Collis and Hussey (2013)

Positivist studies generally use quantitative methods; according to Kaboub (2008: 343) “this paradigm asserts that real events can be observed empirically and explained with logical analysis. “Such studies involve survey data with rather big samples and these data are analyzed using statistical processes. The positivistic approach or paradigm explores the facts or the reasons for the social phenomenon without the subjective interpretation from the researcher, and the stress is on logical reasoning applied to the research for precision, objectivity and rigor (Collis and Hussey, 2013).

Phenomenology is the opposite of a positivist study, positing a view of reality as wholly constructed, subjective and social in nature. This approach entails an epistemology that seeks knowledge through the social ‘meaning’ of phenomena, rather than their measurement (Easterby-Smith et al., 2012). The phenomenological paradigm is concerned with the understanding and exploration of the phenomenon

from participant's own point of view. The research is based on data obtained from qualitative methods for example field work and case study research methods(Saunders et al., 2009).

The paradigm adopted for this study was both positivistic and phenomenological. It emphasizes the measurement and analyzing of variables where in this case was to measure performance against job satisfaction and motivation. Previous studies have been carried out on women entrepreneurship that also adopted the positivist paradigm, for instance, the study by Hassan et al. (2014) employing a survey questionnaire to 80 rural women entrepreneurs in the Northern Region of Peninsular Malaysia. Another research by Le and Raven (2015) surveyed 20 women entrepreneurs in six different communes in rural Vietnam. Ali and Mahamud (2013) in their study employed a descriptive and correlation design involving 125 women in SMEs in the Banadir region; and Yilmaz et al. (2012) in their descriptive study sought to determine the characteristics of 80 female entrepreneurs operating in Tekirdağ, Turkey.

3.2.1 Justification for the Paradigm

Research is an organized study or survey that involves data collection, analysis and interpretation. This is done in a way that can be understood and described by individuals (Mackenzie and Knipe, 2006). The research which was seen fitting for the research problem was predominantly quantitative but also with a mixed method approach. The reasons for taking the mixed method approach was related to various factors such as the questionnaire containing several semi structured questions which were open ended questions allowing the respondents to answer truthfully. Another factor was that of the sample size used. Given the importance of sample size, researchers should ensure that the sample they choose is relative to the goals of their study and is statistically significant. This research had a sample size of 53 women entrepreneurs/managers of tour and travel businesses in Fiji. The sample was obtained from the data provided by the Tourism Fiji office (2015) in which a non-probability consecutive sampling was done.

Another factor was the testing of formulated hypothesis. The research tried testing the hypotheses which were formulated from the literature review. Upon carrying this out, we tried to find whether or not the hypothesis was accepted or rejected. In addition, a survey questionnaire was created as the main research instrument for the study. The questionnaire was a structured questionnaire with a few semi-structured questions. The questions set were to collect data and information that were very relevant and significant for this particular study.

High reliability of data produced is also a critical factor. Both the variables used and data produced from this study was of high reliability. Because of the high reliability in data, we can be assured that results presented in this study are valid and correct. Likewise is the independence of the researcher. As the researcher for this study, my being independent was crucial as I did not influence the participants' participation in this study. This allowed the participants to express their views and answer the questionnaires correctly and confidently.

3.3 Type of Research Design Used

Philosophical issues are important as they account for the quality of any research approach being undertaken (Easterby-Smith et al., 2012). According to Gunaratne (2010), philosophical issues determine the research design that should be useful to a particular study and clarifies this design. Research design is a procedure of collection, analysis, interpretation and reporting of data in any research study. It represents a variety of models used for research and each model has its own names and procedures related with it (Creswell and Plano Clark, 2007).

The study used a descriptive design which involved a sample survey of women entrepreneurs in the tour and travel businesses in Fiji. Bryman (2015) defines descriptive research design as a scientific method that involves the observing and describing of the behavior of a subject without influencing it in any way. It would be too time consuming and costly if a survey was done on all women entrepreneurs in Fiji so this research focused on a particular field of business which was the tour and travel businesses owned and managed by women. In using this sampling technique

(consecutive sampling), these women were a good representation of the population studied.

The study also involved the collection of data from women entrepreneurs in the tour and travel businesses in Fiji using survey questionnaires. These questionnaires were mostly structured with a few semi-structured questions to gather more relevant and in-depth information to support the analyzed data. With multiple variables being used together with correlation and regression analysis, a descriptive research design was found fit for this study. Yielding of rich data because of its descriptive nature, some very important recommendations has been noted which contribute to knowledge in this area of study.

3.4 Research Problem

In any study, there is a particular problem that the researcher tries to investigate. A research problem is defined by Adams et al. (2007) as a statement about an area of concern, a situation that needs improvement, a problem that needs eradication, or a disconcerting issue that exists in scholarly literature, theory or in practice that needs to be further investigated for our understanding. Formulating a research problem on the part of the researcher is very important. This enables the researcher to be aware of the tasks that need to be done and avoid unnecessary steps during the study in order to complete it (Saunders et al., 2009).

Scholars have carried out studies examining the motivations, job satisfaction and challenges of women entrepreneurship in various economies around the globe (Ali and Mahamud, 2013; Belwal et al., 2014; Elijah-Mensah, 2009; Gbarani and Dheepa, 2013; Ilhaamie et al., 2014; Le and Raven, 2015; Saini, 2014 and Tripathi and Sharma, 2012). In Fiji, studies on women entrepreneurship have also been undertaken particularly those focusing on SMEs (Chand and Naidu, 2015; Naidu and Chand, 2013 and Singh et al., 2012) and these SMEs do not include businesses such as tours and travel agencies owned and managed by women. Therefore, this study addresses this gap by examining the motivational and job satisfaction factors of women entrepreneurs in the tour and travel businesses in Fiji and how these factors

influence their performance. The study also targets the challenges being faced by these women and how they are being addressed.

3.4.1 Research Objectives

Chapter one had previously outlined the research objectives but in this section, the objectives of the study are further elaborated on. The purpose was to conduct a review on literatures of motivation and job satisfaction of female entrepreneurs. These literatures also focused on women entrepreneurs in the tour and travel businesses globally, in the Asia Pacific region and in Fiji. With regards to Fiji's context, this included a general background of Fiji's women entrepreneurs in the small and medium enterprises, their roles and how they have contributed towards the economy. Motivational and job satisfaction factors that led these women into entrepreneurship were also reviewed, and so were the link between motivation and job satisfaction of women entrepreneurs, the entrepreneurial performance of women entrepreneurs in SMEs particularly that of tour and travel businesses, the link between job satisfaction and performance of women entrepreneurs and the challenges that are often faced by women in these businesses.

A conceptual framework on the effect of motivation and job satisfaction on entrepreneurial performance is used to narrow the study and set an appropriate focus. A pilot survey and also the main survey on women entrepreneurs in the tour and travel businesses in Fiji were then conducted. The pilot survey involved the designing of a questionnaire which was administered to the post graduate students with plans to start their own businesses in the future. The questionnaire took into account the factors or variables that were considered as important and relevant with regards to the topic of study and the main research survey involved the administering of the revised questionnaire to the women entrepreneurs/managers of travel agencies and tour businesses in the sample.

Furthermore, testing and analyzing of the data collected was done using the SPSS statistical package. The testing of the hypothesis was done to explain the relationship among variables in a given situation, and results obtained were interpreted and

discussed for better understanding. From the findings, policy implications were discussed, recommendations were made and conclusions suggested what future researches could look into. The recommendations made were relevant and realistic as they addressed the problems that have been found in the context of women entrepreneurs/managers in the travel and tour businesses in Fiji.

3.4.2 Operationalization of Research Variables/Constructs

Operationalizing research variables is simply defining and measuring the variables that are used in the study. An advantage of doing this is that it provides a clear and objective definition of complex variables. This also allows other researchers to replicate a study and check for its reliability. This study investigated the effect of motivation and job satisfaction on entrepreneurial performance of women entrepreneurs or managers in tour and travel businesses in Fiji. Correlation and regression analysis were used to investigate how the one dependent variable relates to the several independent variables in this study. The dependent variable/construct is entrepreneurial performance of women entrepreneurs/managers while the independent variables/constructs are intrinsic motivation, extrinsic motivation, job satisfaction and extraneous variable/construct is entrepreneurial challenges.

The dependent variable “Entrepreneurial Performance” is operationally defined as how well the tour and travel businesses are performing. These performances are measured through sales volume achieved by the business, gross and net profit margins and customer service satisfaction because of its service nature. Depicted in Table 2 below are the questions that were used to collect data on entrepreneurial performance from women entrepreneurs/managers of tour and travel businesses in Fiji. The idea behind these questions was derived from scholarly articles on entrepreneurial performance (Arifeen et al., 2013; de Vries et al., 2013; Ekpe et al., 2015; Gupta and Muita, 2013 and Mahmood and Hanafi, 2013) and from the online survey website Survey Monkey. The construct was measured reflectively

Table 2: Entrepreneurial Performance of women entrepreneurs/managers

Has there been an increase in sales volume for your business within the past year?	Is it important for your business to be well versed with technology changes?
Does Return on Equity have an impact on your business?	Is it vital to know your competitors
Is your Gross Revenue more than your expenditure?	Is it vital to know your business competitive position within the travel agency market?
Are your customers satisfied with your services?	Do you need new products to provide for the travel market?
Does your business have a problem of employee turnover?	Do the products you sell meet customer and quality performance?
Is your business using the right marketing tools or techniques?	Is there a need to effectively manage people and resources within your business?
Does your business provide good customer service?	How well has your business been performing over the years?
Where do you see your business in 10 years' time?	Can you provide an estimation of how much profit or loss you have incurred in the last financial year?

The independent variables identified through the literature review and hypothesized to influence the entrepreneurial performance of women entrepreneurs are intrinsic motivation, extrinsic motivation, job satisfaction and entrepreneurial challenges. “Intrinsic motivation” is operationally defined an activity or interest of pleasure and satisfaction that motivates women entrepreneurs. These intrinsic motives are represented by factors such as goals entrepreneurs set for their business, effective communication, appreciation of co-workers, recognition of business, responsibility as a leader, passion for the job, being in control and relationship with stakeholders.

“Extrinsic motivation,” on the other hand, is operationally defined as being motivated to do an activity or interest for the purpose of being rewarded. Factors that represent extrinsic motivation in this study are money, commission, job security, flexible work hours, training and development of employees, competition and business challenges. “Job satisfaction” is operationally defined as the feelings and attitudes that women entrepreneurs/managers have about their jobs. When linking the

variables, intrinsic and extrinsic motivation influences job satisfaction which then results in entrepreneurial performance of women entrepreneurs.

Table 3 below, shows the factors that influence job satisfaction of women entrepreneurs in this study. These factors were obtained from scholarly articles that relate to job satisfaction (Akehurst et al., 2009; Aziri, 2011; Berghe, 2011; Lipinska-Grobelny and Wasiak, 2010; Pushpakumari, 2008; Shallal, 2011 and Tlaiss, 2013).The participants rated the following factors according to how satisfied and dissatisfied they were.

Table 3: Factors affecting Job Satisfaction

The chance to be of service to others	The chance to supervise other people	Performance of business	Location of my business
The chance to have others look to me for direction	The support from family members and friends	Business tax	Money I earn from the business
My job security	Assistance and help from government	My clientele	Business expenses
The people I work with	Marketing of my business or products	Stress from work or family	Economic situation of the country
The physical surroundings of where I work	My competitors	Hours of work	Travel Industry stakeholders (e.g. Tourism Fiji or the Ministry of Tourism).
Airlines in Fiji	Hotels & Resorts in Fiji		

The extraneous variable entrepreneurial challenges have a direct influence on entrepreneurial performance. “Entrepreneurial challenges” is operationally defined as the limitations and obstacles that are faced by women entrepreneurs in their businesses. The various factors that influence challenges of women entrepreneurs in this study are presented below in table 4. The factors were identified from scholarly articles that link to entrepreneurial challenges (Afroze et al., 2015; Deborah et al., 2015; Ilhaamie et al., 2014; Kanchana et al., 2013 and Oluwatomipe et al., 2015).

Table 4: Factors affecting Entrepreneurial Challenges

Cash flow management	Delegating tasks	Support from family
Hiring of employees	Marketing strategies	Work-life balance
Time management	Capital in starting business	Customers
Business rates	Bank loans	Competitive market
Trustworthy business partner or employees	Stress management	

3.5 Participants & Study Area

Women entrepreneurs and managers of travel and tour businesses in Fiji are the participants of this study. The list of businesses was obtained from the Tourism Fiji office and some from internet search on tour and travel business operators before the actual data collection was carried out. This made my work as the researcher a lot easier and efficient. These women are from different ethnic, age groups and educational backgrounds but had a common passion to work and make a living in an environment which provided service to people in terms of travel and tours. This study takes into account all the available and accessible women entrepreneurs and managers in Fiji. With the limited time given to carry out data collection for this study, the research therefore has focused only on certain areas in the country.

Areas covered included Suva and Lautoka city, Nausori, Sigatoka, Nadi and Ba town. Tavua and Rakiraki were the only areas on Viti Levu that was not covered because it only had male owned and managed tour and travel businesses. Vanua Levu Island was also not included because of costs and time factors. Location is vital for the survival of any business whether it be large or small in size. This is because customers need to be able to easily access these places in order to obtain the services provided by these businesses. In Fiji, travel agencies are found mostly in the Central

Business District areas (CBD) while tour operators on tourism operating areas. The difference even though they merely offer the same services is that travel agencies cater mostly for the business and travelling public who wish to travel overseas for holiday and business trips while tour operators cater mostly for tourists who are holidaying in our shores.

As for this study, most of the women entrepreneurs and managers of travel agencies have their businesses in the city and town centers while the tour operators are located in hotels, back packers, airports and tourism business centers like the Port Denarau Marina and Pacific Harbour Multicultural Centre. According to Boter and Lundström (2005) location is important for any business because of factors such as good clientele base, improvement on revenue earnings and increase in marketing exposure. Therefore, future entrepreneurs need to consider such factors before starting their own businesses and for its success.

3.5.1 Study Sample

Given the areas covered in this study, a non-probability consecutive sampling was carried out. According to Saunders et al. (2009), consecutive sampling includes all accessible subjects of study as part of the sample so we can say that the sample is representative of the population. As per data provided by Tourism Fiji (2015) on women entrepreneurs/managers of tour and travel business, the sample this study was able to survey was only 53 women. Out of these 53 women entrepreneurs, 15 and 2 participants were surveyed in the Suva and Nausori areas respectively, 2 in Pacific Harbour, 4 in the Ba and in Lautoka. The remaining women entrepreneurs were surveyed in the Sigatoka and Nadi areas with 3 and 24 participants respectively.

An advantage of consecutive sampling is the inclusion of all subjects that are available at a particular period of time and a better representation of the population. Consecutive sampling was carried out because of the time frame given to carry out the data collection together with associated costs; therefore all women entrepreneurs of tour and travel businesses who were readily available and accessible to complete the questionnaires did so. As we take into account the actual number of women

entrepreneurs/managers of travel agencies and tour operations in Fiji, the participants covered by the study is representative of the population.

3.5.2 Instruments/Measures

A survey questionnaire was used as the research instrument for this study and this method was selected to allow for a systematic collection of research data and also to address the research issues in the standardized and economical way. Care was taken to ensure the questionnaire addressed the aims, and objectives, and key research questions of the study. The questions were written so as to avoid confusion on the part of the participants. The questionnaire consisted of structured and semi-structured questions and as defined by Adams et al. (2007), structured questionnaires are known as closed questions that allowed respondents to answer according to the choice of answers provided. The questionnaire was then pilot tested on 20 post graduate students doing business and management who offered constructive criticism and comments on the questions. This resulted in the adjustment of some questions to ensure clarity and unambiguity. The questionnaires were self-administered as this makes it easier for the respondents to understand, thus increasing the response rate.

The questions for each construct were developed from literature of past research. Instead of using existing scales for measuring motivation and job satisfaction, past literatures were used to discover existing measures that can be used as references to create new scales. There were 4 main constructs measured with the motivation construct divided into intrinsic and extrinsic factors respectively. The motivation, job satisfaction and entrepreneurial performance constructs were all measured reflectively. Conceptually, reflective measurement happens when the indicators of a construct (in this case the variables being measured) are considered to be caused by that construct. Reflective measurements also have high inter-correlation outcomes and have cronbach's alpha and exploratory or confirmatory factor analysis as the main analytical tools for testing. A change in the variables being measured does not affect the construct so much. Entrepreneurial challenges construct on the other hand was measured formatively meaning the measured variables created the construct so if there is a change to the measured variables it could affect the construct.

Multicollinearity in statistics, multicollinearity (also collinearity) is a phenomenon in which two or more predictor variables in a multiple regression model are highly correlated, meaning that one can be linearly predicted from the others with a substantial degree of. Multicollinearity can lead to skewed or misleading results when a researcher or analyst is attempting to determine how well each one of a number of individual independent variables can most effectively be utilized to predict or understand the dependent variable in a statistical model. In this study, multicollinearity was avoided through factor analysis because through reducing variables or items in a construct, highly correlated predictors are reduced. Factor analysis technique to reduce the items and define the job satisfaction construct or for all the other constructs measured in this study was not needed because of the following factors:

1. The high reliability of data (100%) obtained when taking into account all variables (for example, 22 variables for job satisfaction) and
2. When items are being reduced, a lower percentage of data validity will occur. For example when job satisfaction variables are being reduced from 22 to 4 items, there is only a 67% of data validity.

Some of the limitations in which factor analysis was not carried out at first was because some variables were difficult to interpret because of factor loadings, such analysis required a large sample size to ensure the reliability of factors and the problem with naming factors as factor names may not accurately reflect the variables within the factor. The questionnaire also contained several semi structured questions which were open ended questions allowing the respondent to answer truthfully and in his or her own opinion (Rowley, 2012). Having such questions allowed for more in-depth and relevant information from participants. The five-point Likert scale was used in the structured questions of the survey. According to Munshi (2014), Likert scales is an ordered scale where respondents choose an option that best aligns with their views. This study chose to use a five-point Likert scale because it is unambiguous, and consistency was needed in the use of scales throughout the survey.

According to Robbins and Heiberger (2011) a seven-point or higher scale can be a bit complicated with errors possible of occurring during analysis. The scale measured the degree to which participants agreed with a statement, where the highest agreement was signaled by 'strongly agree' and the lowest agreement by 'strongly disagree'. Motivation items were coded as 5 (very important), 4 (important), 3 (neutral), 2 (unimportant) and 1 (very unimportant). Job satisfaction, on the other hand, was coded as 5 (very satisfied), 4 (satisfied), 3 (neither), 2 (dissatisfied) and 1 (very dissatisfied). Moreover, entrepreneurial performance was coded using 5 ('strongly agree') to 1 ('strongly disagree') while entrepreneurial challenges were coded as 5 ('very great'), 4 ('great'), 3 ('neither'), 2 ('less') and 1 ('very less').

3.5.3 Pilot Survey

It is important for any research to have a good set of questionnaires in order to collect good data for results purposes. According to Saunders et al. (2009), a good questionnaire is difficult to design and involves a lot of work. First is to determine the kind of questions to ask, then the types of questions to use, whether 'closed' or 'open', and then the wording of the questions for clarity and understanding (Armstrong, 2009). Finally, the layout and sequencing of the questionnaire is all part and partial of developing a good survey questionnaire.

Conducting a pilot survey as stated by Bryman (2015) should be undertaken to pre-test the questionnaire. It assesses the validity of the questionnaire and detects any weakness or errors that may be in the questionnaire (Collis and Hussey, 2013). This study conducted a pilot survey on of 20 post graduate students who were potential future entrepreneurs. The aim of the pilot was to determine whether the questions, instructions and question sequencing were clear, and that the questions were not monotonous

This increased the context and structure of the questionnaire and suggestions made from participants were considered. Questions found to be irrelevant were deleted from the final questionnaire.

3.5.4 Procedures

The primary data for this study was collected through a questionnaire. At the outset, this study aimed to collect data from all the women entrepreneurs and managers of travel agencies and tour businesses in the major towns and city centers of Viti Levu, however, unfortunately, the study was only able to collect data from 53 women entrepreneurs. Most of these participants had their business in the western part of Viti Levu (Sigatoka, Nadi & Lautoka) which is known for tourism activities while others had theirs in Ba, Nausori, Suva and Pacific Harbour.

Some of the participants were contacted directly via email or phone to ascertain the time available to them to undertake the survey. Those who could not be contacted via phone or email were visited personally and given detailed explanations regarding the purpose and requirements of the study. Questionnaires were also screened for ethical purposes to ensure it was precise, properly set and did not mislead participants. Detailed explanations regarding the study were given to each participant, and 2 to 3 days were allocated for filling the questionnaires which were later collected by the researcher. Those who were unable to return the questionnaires in time opted to email them once completed. Most of the data was collected within three weeks while the remaining questionnaires took another two weeks to collect. All the data were checked and verified before being analyzed.

3.5.5 Method of Data Analysis

SPSS is an acronym for Statistical Package for Social Sciences and is a tool adopted by researchers to perform statistical analysis of their findings. According to Paura and Arhipova (2012) an advantage of using SPSS for data analysis is that data can be imported from other sources, for example, an excel spread sheet, and it is an effective data management program allowing quicker analysis of the data. It has a variety of methods options for users to choose from, for example, graphs and charts. Quantitative data collected from the survey was analyzed using the Statistical Package for Social Sciences program (SPSS) while the qualitative data gathered from the open ended question responses were coded and used as descriptive statistics in supporting the interpretation of quantitative results.

Shown in Table 5 below is a summary of data analysis conducted for this study.

Table 5: Analysis Procedure

Research Objectives	Hypothesis or Research Question	Statistical Test/Measure	Question in Questionnaire
To explore the impact of intrinsic motivation on job satisfaction of women entrepreneurs and managers in travel agencies and tour businesses in Fiji.	Intrinsic motivation has a positive and significant effect on job satisfaction.	Spearman's Correlation	Part B: Question 8 (3,4,6,7,9,10,14,15)
To explore the impact of extrinsic motivation on job satisfaction of women entrepreneurs and managers in travel agencies and tour businesses in Fiji	Extrinsic motivation has a positive and significant effect on job satisfaction.	Spearman's Correlation	Part B: Question 8 (1, 2, 5, 8, 11, 12, 13).
To investigate the influence of job satisfaction on entrepreneurial performance of women owned and managed travel agencies and tour businesses in Fiji.	There is a positive correlation between job satisfaction and Entrepreneurial Performance	Spearman's Correlation	Part C: Question 9
To investigate entrepreneurial challenges mediating effect of job satisfaction on entrepreneurial performance.	Entrepreneurial Challenges mediate the effect of Job Satisfaction on Entrepreneurial Performance.	Regression Analysis to test for Mediation	Part E: Question 14
To investigate how well these tour and travel businesses have been performing.	How well have these tour and travel businesses been performing?	Descriptive Analysis	Part D: Question 10-13
To investigate why these women started their tour and travel businesses.	What are the main reasons for these women to do business in the tour and travel sector?	Coded Themes	Part E: Question 16

Prior to carrying out the hypothesis tests and analyzing the data for other various results to present as useful findings and information in this study, the data had to be cleaned. According to Rahm and Do (2000), data cleaning/cleansing or data scrubbing is dealing with detection and removal of errors and inconsistencies from

the data collected in order to improve its quality. Data that was collected for this study had some missing values or information which was cleaned then analyzed, and this seemed to have been the only problem with regards to data that was collected. After the data cleaning, data analysis was carried out with the first being that of participants' demographic information. In research, it is important to collect some form of demographic information so that the researcher has some knowledge of the studied participants and also help in breaking down response data into meaningful groups.

Furthermore, a reliability test was also carried out and this was to ensure that the variables being used for assessment or measurement produces consistent and stable results. According to Tavakol and Dennick (2011) the most popular reliability test is the Cronbach's coefficient alpha. The coefficients range from 0 to 1 where below 0.5 signals a low reliability and above 0.9 indicates a high reliability, so the higher the coefficients, the better the measuring instrument. Convergent validity is usually accomplished by demonstrating a correlation between the two measures, although it's rare that any two measures will be perfectly convergent. In the case of discriminant validity, you could show that there is no correlation at all. Correlation is measured by a correlation coefficient, r , on a scale of -1 to 1, where $r=-1$ is perfect negative correlation, $r=1$ is perfect positive correlation, and $r=0$ is no correlation at all.

Convergent validity is sometimes claimed if the correlation coefficient is above .50, although it's usually recommended at above .70. According to Golafshani (2003), there cannot be any data validity without reliability but there can be data reliability without validity. Therefore, when measuring the reliability of data using cronbach's alpha, there was a high degree of reliability measure in all the four constructs. As a result of this, we need not carry out the validity tests because we can say that convergent validity of data is already present. Sitzia (1999) argue that evidence of convergent validity can be demonstrated from a high correlated measure of similar constructs studied.

3.6 Limitations of the Study

In making this research manageable, the studied population was narrowed and focused on women entrepreneurs and managers of travel agencies and tour operators in Fiji. But due to financial and time constraints, the island of Viti Levu was taken into account. Only 53 women entrepreneurs/managers participated, with most located in the tourism town of Nadi. Other locations included the greater Suva and Nausori areas, Sigatoka, Lautoka and Ba Town. Time seemed to have been the only major limitation of this research because the available research funds could only cater for a certain period of time in terms of data collection. Another limitation was the number of participants in the study. Given that this is predominantly a quantitative study but mixed method approach used as well, only 53 women participated for the reason that there were limited numbers of women entrepreneurs in the tour and travel business in the areas selected.

Another limitation was the language barrier which resulted in the need for the researcher to translate/explain the questions to the non-English speaking participants. Therefore, having the researcher administer the questionnaire to participants was vital for clarification purposes. Upon collecting of questionnaires, the main problem faced was that some participants forgot their questionnaires at home and others did not turn up to submit the questionnaires. Thus time management and travel costs were affected. These limitations were expected by the researcher; and out of the 57 questionnaires distributed, 53 were collected for analysis. Taking into consideration that only questionnaires were used in the study, I believe future research should carry out in-depth interviews or explanations or focus groups from participants to get a better idea and understanding of what the women entrepreneurs feel about their businesses.

Given that correlation and regression analysis were the only results presented, factor analysis if carried out would have clearly defined and reduced items in a given construct (Sureshchandar et al., 2002). Correlation and regression analysis are only considering LINEAR relationships, r and least squares regression are NOT resistant to outliers and there may be variables other than x which are not studied, yet do

influence the response variable (Faul et al., 2009). A strong correlation does NOT imply cause and effect relationship and Extrapolation is dangerous. Being considered as the best of all non-probability samples, Cooper et al., (2003) argue that non-probability sample is still not a product of a randomized selection processes. Subjects in a non-probability sample are usually selected on the basis of their accessibility or by the purposive personal judgment of the researcher. According to Schillewaert et al., (1998), the downside of the non-probability sampling method is that an unknown proportion of the entire population was not sampled. This entails that the sample may or may not represent the entire population accurately. Therefore, the results of the research cannot be used in generalizations pertaining to the entire population.

3.7 Ethical Issues

It is important to consider those issues bound to arise in any research that is being undertaken. In doing so, you are following the regulations and codes of conduct that a researcher adheres to and not affect those concerned or participating. The word ‘ethics’ tend to make people think of what is right or wrong, a code of conduct, and acceptable and unacceptable behavior. According to Stichler (2014), research ethics means the norms of conduct or disciplines of a study. It is about promoting the truth and knowledge and protecting against the misrepresentation of data.

Research reports should be honest and clear and information used in interpreting data that is presented should be made available for readers. In the case of having their interests protected, information regarding research subjects should be kept confidential and not identifiable (Connelly, 2014). As for this research study, requests for confidentiality were taken seriously by the researcher and all women entrepreneurs that participated were advised that this research work was only for the purpose of fulfilling the requirements needed for a Master’s Degree.

Table 6 on the following page, depicts those issues faced while undertaking this study with the approaches to solving them.

Table 6: Ethical Considerations

<u>Issues</u>	<u>Approach</u>
Reluctant to disclose business information	Information collected will be for the purpose of this study and treated with confidentiality.
Entrepreneurs not willing to cooperate and participate	Only women entrepreneurs who volunteer to take part in interviews and answering of questionnaires will do so.
Falsifying of Information	Participants will be ensured that all information and materials collected will be analyzed accurately and accordingly and with acknowledgement.
Deception	Researchers' identity was provided to all participants and information about the study was also explained in detail before participants took the study.

3.8 Scope of Study

This research has investigated how the factors of motivation both intrinsic and extrinsic are tied to entrepreneurial performance of women entrepreneurs and managers of travel and tour businesses in Fiji. First of all the study looked at how motivation, intrinsic and extrinsic affects job satisfaction of these women. Secondly, how the performance of these women entrepreneurs and managers were affected by their job satisfaction. Lastly, we took into account the challenges that were being faced by these women entrepreneurs and managers and how these impacted their business performance. Only the recent data was taken into account due to the timeframe and availability of funds and resources.

3.9 Conclusion

To conclude, this chapter gave an overall discussion on the methodology of this research providing the rationale for the chosen method. It discussed how both qualitative and quantitative research methods were used considering the objective of the study. Furthermore, it described the sampling method used which was a non-probability consecutive sample and also how data was collected through the administration of questionnaires. The chapter also discussed the methods used for data analysis and finally, it outlined the implications, limitations and ethical issues concerning this study.

Chapter Four

RESULTS & DISCUSSION

4.1 Introduction

Analysing of data collected and interpreting the results is the most important part of any research because it is where the research objectives and hypotheses which are being tested is presented, explained, justified and linked to the appropriate literature and theory used in your research. This chapter presents and discusses the findings of the study. It firstly offers demographic information of the participants. Then a reliability analysis of variables is presented with discussions on findings before the research objectives/hypotheses results are explained and justified. With the hypotheses testing, correlation analysis was used for the first three hypotheses and moderation analysis on the fourth hypothesis. Furthermore, the findings and discussions on challenges faced by the women entrepreneurs are presented with a focus on how these affect their performance; and lastly, the reasons why these women started their businesses are given. The chapter closes with a conclusion.

4.2 Participants Profile – Observations

In research it is somewhat vital to have a few basic information regarding participants before looking at the other relevant findings. Among the 57 questionnaires distributed to women entrepreneurs/managers of tour and travel businesses, only 53 were completed and returned for analysis purposes. Presented in table 7 on the next page, is a summary of the demographic information on the women participants involved in this study.

Table 7: Demographic Information Summary of Participants

Demographic Variables	Categories	No. of women
1. Business Existence	<6 months	4
	6-12 months	10
	1-5 years	10
	6-10 years	12
	>10 years	17
2. Business Type	Sole proprietorship	34
	Partnership	13
	Others	4
3. Employees	< 5people	35
	5-10 people	2
	11-20 people	5
	>20 people	9
4. Age	Below 25 years	4
	25-34 years	16
	35-44 years	20
	45-54 years	4
	55 years and over	9
5. Education	High school	18
	Diploma	17
	Undergraduate	14
	Post-graduate	2
	Others	1
6. Ethnicity	I-taukei	18
	Indo-Fijian	14
	European	8
	Others	13
7. Marital Status	Single	8
	Married	43
	Divorced	2

Of the 53 participants, 17 women have been in business for more than 10 years, while 12 women have been operating between 5-10 years and only 4 women have less than 6 months of existence in the industry. 10 women or (19%) of them have been in operation for between 1 year to 5years while the remaining 10 women entrepreneurs have been operational for between 6 months and a year.

In terms of the type of business operation, 34 women participants operate solely while 13 of them operate as a partnership business, and the other 4 women operate as other business entities such as limited liability businesses or companies. Moreover, the number of employees these women entrepreneurs employ differs. Of

the 53 women entrepreneurs, 2 did not divulge this information while the majority of 35 women entrepreneurs employ less than 5 people in their business. 9 of the women entrepreneurs employed more than 20 people in their business and the other 5 and 2 women entrepreneurs had 11-20 employees and 5-10 employees working for them respectively.

With regards to the age of women entrepreneurs, 20 of them (38%) are between the 35-44 years age category, 16 women (30%) between 25-34 years and 9 of them (17%) are in the 55 years and older age group. 4 of the women entrepreneurs (7%) are below the age of 25 while the other remaining 4 women (8%) are between the ages of 45-54 years. As for the women's educational level, only 1 entrepreneur did not make known this information, leaving 52 participants to be accounted for. The majority of the participants 18 women entrepreneurs (34%) have obtained high school certificates; 17 of them (33%) have diploma certificates, and 14 women (27%) with bachelor degrees. 2 of the women entrepreneurs (4%) have post-graduate degrees with only 1 woman (2%) fall under the other educational qualifications category.

Furthermore, the women entrepreneurs and managers are from different ethnic backgrounds. 18 of the women are of I-Taukei decent while 14 accounted for the Indo – Fijian descendants. The remaining 13 and 8 women entrepreneurs and managers are from other ethnic backgrounds and European background respectively. Last but not the least is the marital status of the women participants. 43 women entrepreneurs (81%) were married while 8 women (15%) are single and 2 (4%) of the women entrepreneurs were divorced.

From this information, it can be said that no two women entrepreneurs/managers with tour and travel businesses are the same. They come from different backgrounds, have different levels of education and some have been in the industry and business for over a decade while some have just recently started. Thus this information will also help us to better understand the participants of this study.

4.3 Reliability Analysis

As stated by Bonett and Wright (2015) the reliability test is carried out to calculate the precision of data gathered for research purposes. This is to make sure that items in every variable are free of error and provides consistency in results. The measurement used for such analysis is known as Cronbach's alpha. Ranges among data vary upon measurements and if the outcome includes .90 and above, this accounts for an excellent reliability. An outcome of 0.7 to 0.9 indicates a high reliability. A moderate reliability ranges from 0.5 to 0.7 while a low reliability from 0.5 and below. The following findings in Table 8 shows the variables used in this study and their reliability levels.

Table 8: Reliability of Scales

<u>VARIABLES</u>	<u>CRONBACHs ALPHA</u>
Intrinsic Motivation	.882
Extrinsic Motivation	.801
Job Satisfaction	.893
Entrepreneurial Performance	.711
Entrepreneurial Challenges	.862

All the variables measured in this study show high degrees of reliability, thus, it can be suggested that they are all reliable forms of data measurement. Having several items in measuring a construct improves the measurements reliability (Kimberlin and Winterstein, 2008). As in the case of this study, there were several factors used to measure each construct which improved its reliability measurement. For intrinsic motivation, 8 items were used, extrinsic motivation consisted of 7 items and job satisfaction had 22 items. Entrepreneurial performance and challenges comprised of 13 and 14 items respectively.

4.4 Correlation Analysis

The strength of relationship between two variables is termed correlation. When the relationship is strong, it is said to be strongly or highly correlated and if correlation is weak or low, it indicates variables are hardly related. Correlation analysis is the process of studying the strength of that relationship with available statistical data. Depending on the direction of relationship, correlation can be a positive or negative one. If both factors increase and decrease together, the relationship is positive. If one factor increases as the other decreases, then the relationship is negative.

The two common correlation coefficient measures are Pearson and Spearman correlations. The Pearson correlation evaluates the linear relationship between two continuous variables while Spearman correlation evaluates the monotonic relationship between two continuous or ordinal variables. A linear relationship is when a change in one variable is related with a proportional change in the other variable and a monotonic relationship is when variables tend to change together but not necessarily at a constant rate.

In this study, the first three hypothesis tests were all analyzed using the Spearman's correlation analysis. The reason why this correlation analysis was used is that the variables used in this study were ordinal in type, that is, there is a clear ordering of the variables. For example, on a Likert scale of 1-5 you may ask an entrepreneur how an intrinsic motivational factor motivates them as entrepreneurs. There is a monotonic relationship between variables used in this study, that is, if a value of one variable increases, the other variable increases too. For example in this study, as motivation increases so do job satisfaction.

The following results are the correlation results of hypothesis 1, 2 and 3, and the regression analysis used in testing mediation for hypothesis 4 and the results for objective 5 and 6 respectively.

4.4.1 Research Objective 1

To explore the effect of intrinsic motivation on job satisfaction of women entrepreneurs and managers in travel agencies and tour businesses in Fiji.

Hypothesis 1: Intrinsic motivation is positively correlated with job satisfaction.

Null: $H_0: p = 0$

Alternative: $H_1: p \neq 0$

Table 9: Correlation of Intrinsic Motivation and Job Satisfaction

			Job Satisfaction
Correlation coefficient			.452**
Spearman's rho	Intrinsic Motivation	Sig. (2-tailed)	.001
N			53
**Correlation is significant at the 0.01 level (2-tailed).			

Hypothesis 1 tries to determine whether or not there is a significantly positive relationship between intrinsic motivation and job satisfaction among women entrepreneurs and managers in the tour and travel businesses in Fiji. According to Table 9 the number of participants for this study is indicated by the output 'N' which is 53 women entrepreneurs and the output 'Sig. (2-tailed)' points to a statistically significant relationship among the two variables. Therefore, anyone doing the same research will get similar results.

The significant Spearman correlation coefficient value of 0.452 confirms that there appears to be a moderate positive correlation between the two variables. Thus intrinsic motivation factors are associated with job satisfaction. However, we need to perform a significance test to decide whether based upon this sample there is any or no evidence to suggest that linear correlation is present in the population. To do this we tested for the null hypothesis, H_0 , that there is no relation between the two variables intrinsic motivation and job satisfaction against the alternative hypothesis, H_1 , that there is a negative or positive correlation between intrinsic motivation and job satisfaction. Therefore, data collected in this study will help indicate which one out of the two hypotheses is most likely to be true. We let p be the spearman's population correlation coefficient expressed as $H_0: p = 0$ and $H_1: p \neq 0$.

SPSS reported the p-value for this test as being .001 thus we can say that we have very strong evidence to accept the alternate hypothesis that intrinsic motivation correlates positively with job satisfaction. Having done a spearman's correlation to determine the relationship between 53 women entrepreneurs' intrinsic motivation and job satisfaction, there was a moderate positive monotonic correlation ($= .452, n = 53, p < .001$). Even though our results show as such, the relationship among the two variables could have been much stronger had there been more women participation in this study. We can say that women entrepreneurs/managers involved in this study have to be somehow intrinsically motivated to have that feeling of job satisfaction for the work they do. This would have been possible through effective communication within their work environment or because of the passion they have for their job. These factors of intrinsic motivation had certainly contributed to their level of job satisfaction.

Moreover, as we look at past literatures, various scholars have also carried out research relating or supporting the findings similar to this one. In a study on the impact of motivation on job satisfaction by Jehanzeb et al. (2012) the results showed that motivation had a positive impact on job satisfaction while in another study by Masvaure et al. (2014), the results indicated a positive relationship between job satisfaction and intrinsic motivation. Raza et al., (2015) in their study on 'The Impact of Intrinsic Motivation on Employee's Job Satisfaction,' concluded that there was a significant positive relationship among intrinsic motivation and job satisfaction. Intrinsic motivation as compared to extrinsic motivation contributes more to the job and job satisfaction (Eak et al., 2013).

It would be interesting to find intrinsic motivation having a negative linear relationship with job satisfaction or maybe no relationship at all. This would all very much depend on the data collected and also the nature of participants. In future, researchers could conduct the same study but with people in another field of work. When linked to the Two-Factor Theory, the existence of intrinsic-motivation contributes to high satisfaction and performance. Therefore, when women entrepreneurs/managers of tour and travel businesses in Fiji are intrinsically motivated they also feel satisfied about their jobs. Therefore, hypothesis 1 is

supported, providing an answer to the objective that intrinsic motivation has a significant effect on these women entrepreneurs and managers' job satisfaction but this all depends on how important the intrinsic factors are to them.

4.4.2 Research Objective 2:

To explore the impact of extrinsic motivation on job satisfaction of women entrepreneurs and managers in travel agencies and tour businesses in Fiji.

Hypothesis 2: Extrinsic motivation is positively correlated with job satisfaction.

Null: $H_0: p = 0$

Alternative: $H_1: p \neq 0$

Table 10: Correlation of Extrinsic Motivation and Job Satisfaction

			Job Satisfaction
Correlation Coefficient			.432**
Spearman's rho	Extrinsic Motivation	Sig. (2-tailed)	.001
N			53
**Correlation is significant at the 0.01 level (2-tailed).			

Hypothesis 2 tries to determine whether or not there is a significantly positive relationship between extrinsic motivation and job satisfaction among women entrepreneurs and managers in the tour and travel businesses in Fiji. Upon analyzing the data using spearman's rho correlation, the results obtained are presented in Table 10. The significant Spearman correlation coefficient value of 0.432 confirms that there is also a moderate positive correlation between the two variables. Thus extrinsic motivation factors are associated with job satisfaction. However, there is also the need to perform a significance test to decide whether based upon this sample there is any or no evidence to suggest that linear correlation is present in the population.

With the null hypothesis H_0 , stating a no relationship among the two variables, the alternative hypothesis H_1 states a negative or positive correlation between the variables. The p-value reported by SPSS is .001 so therefore we have strong evidence to accept the alternate hypothesis of a positive correlation between extrinsic motivation and job satisfaction. Having done a spearman's correlation to determine the relationship between 53 women entrepreneurs' extrinsic motivation and job satisfaction, there was a moderate positive monotonic correlation ($= .432, n = 53, p < .001$).

When compared to intrinsic motivation, extrinsic motivation has a lower effect on job satisfaction. Extrinsic motivation includes factors such as money, job security and flexible work hours which may be valued differently among these women entrepreneurs and managers. If they value these extrinsic factors highly then it will significantly affect job satisfaction and if otherwise, it will not. Therefore, this test indicates that extrinsic motivation affects these women entrepreneurs and managers differently and will influence their job satisfaction differently.

Given that the results show a low impact, the study should definitely have had more participants for data representation purposes and if respondents had clearly answered all the questions, variables would have not been omitted. Take for example if results were to be a negative correlation. This would than mean that extrinsic motivation factors are of no value or very little value to these women entrepreneurs and managers. Maybe, with the exception of the money and commissions that would be earned, these women would still be satisfied with their jobs and perform better.

Findings of a similar nature to those of this research were reported by Mafini and Dlodlo (2014) which showed that there was a statistically significant relationship between job satisfaction and extrinsic motivation. Ogunnaike et al. (2014) also in their study discovered that both intrinsic and extrinsic motivation were important in enriching the job satisfaction of the workers. Another study by Eak et al. (2013) also found that there was a significant and positive relationship between extrinsic motivation and job satisfaction of the Malaysian Amyway company sales forces.

Therefore, we can say that the two factors are positively related and when linked to the two factor theory, extrinsic motivation factors do contribute to job satisfaction.

Hypothesis 2 in this case is being supported and our objective is answered as it is shown that extrinsic motivation does have a significant effect on job satisfaction. How significant the effect is depends solely on the values women entrepreneurs and managers have on the extrinsic factors. In summary research objective 1/hypothesis 1 and research objective 2/hypothesis 2 helped in answering research question 1 which was on factors of motivation. Factors as per study are both intrinsic and extrinsic in nature.

4.4.3 Research Objective 3:

To investigate the influence of job satisfaction on entrepreneurial performance of women owned/managed travel agencies and tour businesses in Fiji.

Hypothesis 3: Job Satisfaction is positively correlated with entrepreneurial performance

Null: Ho: $p = 0$

Alternative: H1: $p \neq 0$

Table 11: Correlation between Job Satisfaction and Entrepreneurial Performance

			Entrepreneurial Performance
Correlation Coefficient			.628**
Spearman's rho	Job Satisfaction	Sig. (2-tailed)	.000
N			53
**Correlation is significant at the 0.01 level (2-tailed).			

Hypothesis 3 tries to determine whether or not there is a significantly positive relationship between job satisfaction and entrepreneurial performance for women

entrepreneurs and managers in the tour and travel businesses in Fiji. Upon analyzing the data using Spearman's rho correlation, the results obtained are presented in Table 11 above. The significant Spearman correlation coefficient value of 0.628 confirms a strong positive correlation between the two variables. Thus job satisfaction is associated with entrepreneurial performance and because of the need to find whether based upon this sample there is any or no evidence to suggest that linear correlation is present in the population, a significance test is done.

With null hypothesis H_0 , stating a no relation among the two variables, the alternative hypothesis H_1 states a positive or negative correlation. The p-value reported by SPSS is .001, strong evidence to accept the null hypothesis of a positive correlation between job satisfaction and entrepreneurial performance. Having done a Spearman's correlation to determine the relationship between 53 women entrepreneurs' job satisfaction and entrepreneurial performance, there was a strong positive monotonic correlation ($= .628, n = 53, p < .001$).

Being satisfied with one's job can be an influence of factors such as a supportive family, good work relations with employees, customers and other various stakeholders. Most of the participants are satisfied with their jobs mainly because of how well their business is performing. Therefore, the two variables which are job satisfaction and entrepreneurial performance relate well with each other. So to ensure that you are a satisfied entrepreneur or manager and have a business that performs well, you will need to put in the hard yards to achieve the desired results.

Given this strong evidence, it would be interesting to also find out if a very low or negative relation existed. If such were the results it would mean that these women entrepreneurs or managers' job satisfaction would depend on how well their business performs. If they become unsatisfied with their work then it would somehow affect the operations, resulting in poor performance. Therefore, future researchers who wish to do a similar study should strengthen their sample size and see that more and relevant variables are added for good data.

Pushpakumari (2008) in her study on the ‘The Impact of Job Satisfaction on Job Performance: An Empirical Analysis’ revealed that there was a positive correlation between job satisfaction and performance of employees. In another study by Ziegler et al. (2012), the results showed managers of an IT company who were satisfied with their job achieved a higher work performance.

When the results of the study linked to McClelland’s high achievement theory, it could be said that job satisfaction influenced entrepreneurial performance positively. This can be related to the fact that entrepreneurs’ need for achievement enables them to reach for their goals; the need for affiliation enables them to perform well in any type of environment; and the need for power enables them to manage others to be efficient and effective in the workplace. These needs influence job satisfaction and determine better performance. Thus hypothesis 3 is supported based on the objective that because of the influence job satisfaction has on these women entrepreneurs and managers, their entrepreneurial performance is good. In Summary, research objective 3/hypothesis 3 helped in answering research question 2 of job satisfaction and its effect on entrepreneurial performance.

4.4.4 Research Objective 4:

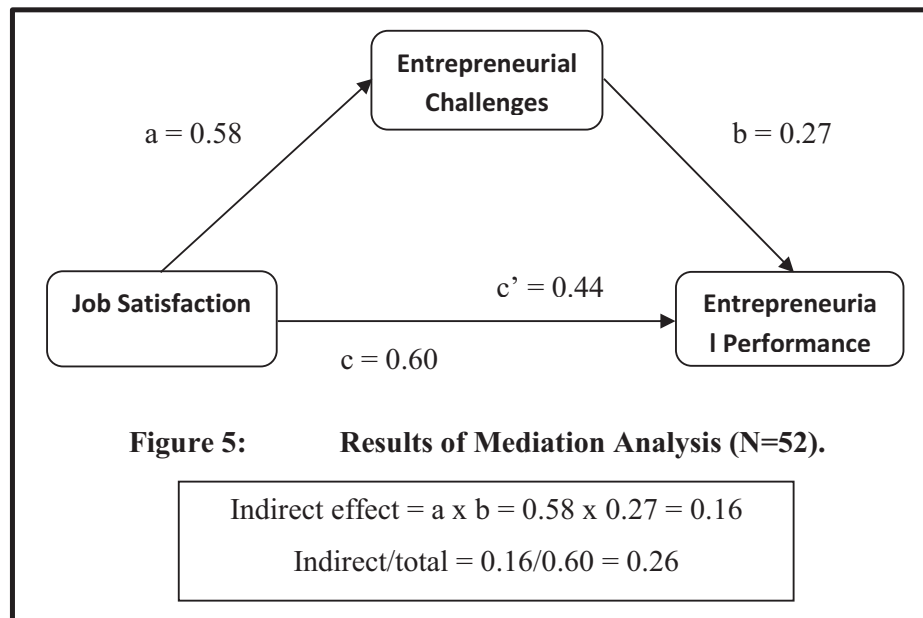
To investigate entrepreneurial challenges mediating effect of job satisfaction on entrepreneurial performance.

Hypothesis 4: Entrepreneurial Challenges mediates the effect of Job Satisfaction on Entrepreneurial Performance.

Null: $H_0: p = 0$

Alternative: $H_1: p \neq 0$

Figure 2: Mediation relationship among Job Satisfaction, Entrepreneurial Challenges and Performance



Hypothesis 4 tries to find out if entrepreneurial challenges have a mediating effect of job satisfaction on entrepreneurial performance of women entrepreneurs in the tour and travel business in Fiji. Upon analyzing the data using regression analysis in SPSS, results presented in Figure 5 were obtained. The model is adopted from Andrew Hayes (2013) mediation model which shows the relationship among the three variables: Job satisfaction (independent variable), entrepreneurial challenges (mediating variable) and performance (dependant variable) and their effects on each other. As depicted in the diagram, a = regression weight of job satisfaction when predicting entrepreneurial challenges, b and c' = regression weight on entrepreneurial challenges and job satisfaction respectively when both are used together to predict entrepreneurial performance. C = regression weight on job satisfaction when predicting entrepreneurial performance.

The results show that job satisfaction has a direct effect of 58% on entrepreneurial challenges and 60% direct effect on entrepreneurial performance. However, the overall effect being mediated by entrepreneurial challenges is 44% and we can therefore say that entrepreneurial challenges faced by women

entrepreneurs/managers acted as a partial mediator in the relationship between their job satisfaction and entrepreneurial performance. Women entrepreneurs/managers of tour and travel businesses who are satisfied with their jobs would also somehow face challenges in their business and as a result, entrepreneurial performance is determined. The variables taken into account here explained 60% of the variance in entrepreneurial performance of the businesses. Furthermore, 26% of the relation between job satisfaction and entrepreneurial performance is explained by entrepreneurial challenges.

With a partial mediation confirmed in this study, it would also be interesting if a result was of maximum/full mediation or a no evidence of mediation at all among the variables. Previous studies have also been carried on the relationship of job satisfaction and entrepreneurial performance with challenges having an effect on their relationship (Caree and Verheul, 2011; Iaffaldano and Muchinsky, 1985; Imran et al., 2014; Judge et al., 2001; Jui-Chen and Silverthorne, 2008; Moore et al, 2012 and Ziegler et al, 2012). We accept our hypothesis that entrepreneurial challenges have a partial mediating effect of job satisfaction on entrepreneurial performance of women in the tour and travel business in Fiji. The study had also revealed the following challenges upon carrying out this analysis:

- Lack of finance/capital to start the business [this is an issue which discourages women especially those that are financially disadvantaged in starting their own business. Financial institutions often have policies and requirements that most women do not meet or find it hard to understand therefore do not qualify for various financial support/loans offered.]
- Competition from other tour and travel businesses [too much competition within the industry as it is not only the women who engage themselves in these types of businesses but their males and overseas counterparts as well. Some of these women entrepreneurs tend to face major hurdles regarding this issue causing some to close their businesses.]
- Marketing strategies [poor communication and marketing skills often lead to poor business performance. Some of these women businesses don't perform

well and continue to experience poor sales records admit to having a poor marketing strategy in place for their businesses.]

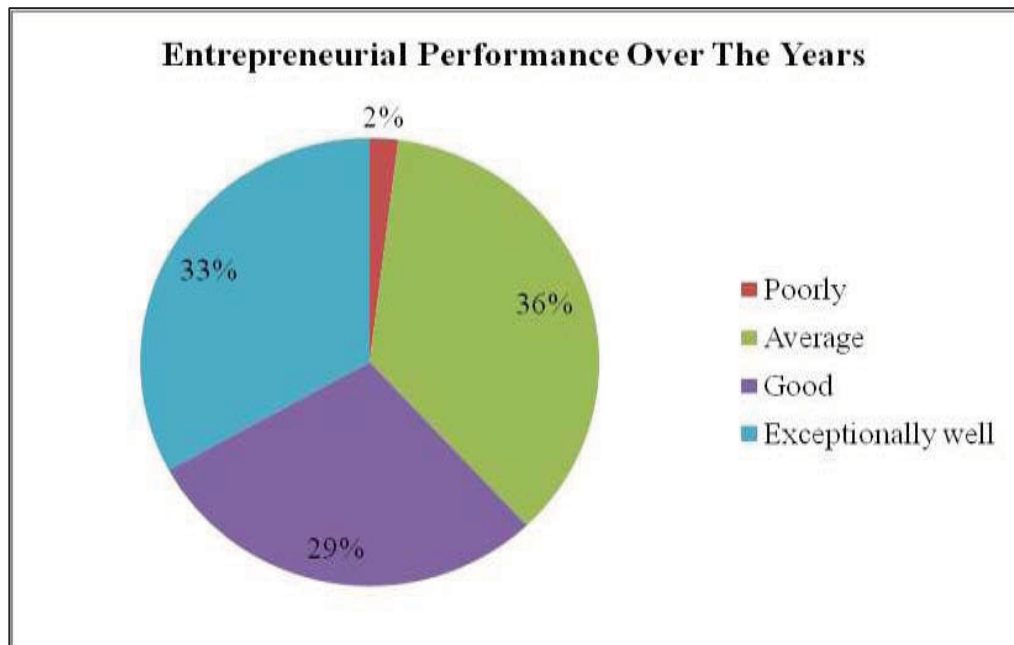
- awareness and training made available and affordable [some of the women entrepreneurs because of the nature of having a business in this industry, mostly operating 6-7 days a week find it hard to attend these training programs which can be of help to them in this competitive business environment. Some of the programs are too costly especially for those small businesses to attend.]

In summary, research objective 4/hypothesis 4 had helped us in answering research question 3 on the challenges facing women entrepreneurs and the impact of this on job satisfaction and entrepreneurial performance.

4.4.6 Research Objective 5

To investigate how well these tour and travel businesses have been performing.

Figure 3: Business Performance of women entrepreneurs and managers in the tour & travel business



To investigate objective 5 of this study, a simple descriptive analysis was used to show how well women entrepreneurs and managers of tour and travel businesses in Fiji have been performing. A pie graph was chosen to depict the data and this is presented in Figure 6 on the previous page. Out of the 53 women that were observed in this study, one did not complete the required questions leaving only 52 women being accounted for. As shown in the graph, only 2% of women entrepreneurs/managers described their business performance as being poor, while 29% had a good performance base. The other 33% and 36% of women entrepreneurs/managers reported the performance of their businesses were exceptionally well and average, respectively.

The reported 'average' and 'well' business performance indicate how motivated and satisfied the participants are with their jobs. It can be that they are providing exceptional service to their customers; that the employees are productive; that the relationship with business stakeholders is healthy, and so forth. As for those women who have done below average, maybe it is the hurdles they are faced with which needs to be sooner or later overcome so that they are able to stay operative in this ever competitive business environment. The main goal of any entrepreneur or manager is to be successful. For a business in the tourism industry, this success would mean increasing customer base, creating new products that could earn more revenue, training and development employees so that they are capable of producing required results, business expansion and so forth. Being a successful entrepreneur or manager is not always about the business and what is involved, but also about support from family and friends. As a researcher, I have learnt the importance of a good balance between family and work life for the success of a business. This result, suggests that most of the women entrepreneurs in the tour and travel businesses perform well. When linked to McClelland's Achievement Motivation Theory, the need for achievement for these women entrepreneurs and managers enabled them to set their goals and achieve them; their need for affiliation enabled them to perform well in any business circumstance encountered and their need for power enabled them to manage their people and business resources effectively and efficiently. All of these motivational needs contributed to their businesses' good performance.

4.4.7 Research Objective 6

To investigate why these women entrepreneurs/managers started their tour and travel businesses.

Starting a business whether big or small is a big step for anyone to take. This may require leaving the comfort and security of a regular job for one that is risky, challenging and uncertain. Owning a business may also require a great deal of planning, enough initial capital to sustain the owner during the start-up period and possibly a bit of luck. When investigating the reasons behind Fijian women's venture in to tour and travel businesses, some of the common responses received were to (1) have own business, (2) explore a Good Investment opportunity, (3) Make a living, (4) have a career change and (5) Provide effective and efficient services for the tourist and local market.

1) Having Own Business

Among the main reasons why women want to have their own business are independence, being their own boss, the work-life balance, flexible working hours and so forth. Independence is something that most women can relate to as it is part of our growing up. Flexible working hours can be advantageous, especially to women with family and children. And to be your own boss can enhance leadership skills as needed to manage and look after employees. A study by Karubi et al. (2014), found that a major factor which led to Malaysian women starting their own business was the opportunity for them to become their own boss.

As for women entrepreneurs and managers of tour and travel businesses in Fiji, having one's own business is a great achievement as most are male dominated. One of the participants stated: "I have always aspired to be a business woman, having my own business in the travel industry". Another participant mentioned she had always wanted: "To be able to start my own business and be my own boss." Also another women entrepreneur stated that "I had the passion of starting and owning a business of my own when I was a young girl." To own and operate a business does not always require formal education. As long as one has the inspiration, time and available

resources for investment purposes, there should be no reason for not being able to start your own business.

2) Good Investment Opportunity

Business is seen to be a worthwhile investment opportunity but owners must know how to effectively and efficiently manage their business if they want a bright future for their business. Tourism in Fiji is one of the largest revenue earners and most of its businesses are owned by foreign investors. Upon conducting this study, it has been realized that local investors have also taken up the initiative to setup businesses in areas such as backpacking, bed and breakfast, travel agencies, tour operators and so forth. Some of the women entrepreneurs and managers that in this study mentioned that the reason they chose to start their businesses in the tour and travel market was that they found it as a good investment opportunity.

A participant stated “I wanted to invest in the country which I have fallen in love with and proud to call my new home away from home.” Another entrepreneur cited a wish: “To invest in a business that will not only benefit me individually but my family, community, tourism industry and the Fijian economy as a whole.”

3) Making a Living

People often engage themselves in entrepreneurial activities as a way of earning money and making a living for themselves. Most Fijians who do not have paid jobs find other means of earning money and this is done through farming, fishing, handicraft work, catering and other small business activities. For women who have opted to do business in the tour and travel industry, not only will they be generating income from tourists but the local market as well.

One of the participants in the study stated that “Being an entrepreneur and earning a living to support myself” was the reason she choose to start her business while another entrepreneur stated that “I want a business of my own to operate and help provide for my family.” In recent years it was not hard to get a job but with the changing times and more young people getting good education, the job market in Fiji

seems to be very competitive. Therefore, people have actually gone out of their ways to look for other means of earning money to provide for their daily living.

Upon starting her business another participant stated that “I need to get more money for a living.” Small business ventures are something that have worked out well for people especially women, and it is good to see them involved in businesses that are mostly male oriented or owned by overseas businessmen. A good example is that of the tourism industry, and women who venture into these types of businesses set positive examples to aspiring entrepreneurs and women. Not only will they do what they aspire to do, but make a living out of it.

4) Career Change

Career change is not new as most people in the span of their lifetime would change careers either once, twice or several times. Many are forced to change while others choose to change but for whatever the reason, one has to ensure that the decisions they make will not be regretted and anticipate and plan to be able to handle the problems that will come about with the changes. People are forced to change careers when their jobs are made redundant or when the employers decide to wind up operations and relocate somewhere. In many ways choosing to change careers means looking for a more meaningful and challenging job or a brighter future.

In this study, most of the women entrepreneurs and managers started their tour and travel business because they chose to change careers. A participant stated that she “Needed a challenging career” while another stated she needed to “Do something new and exciting.” Upon starting their businesses and compared to those new in this business sector, the participants had the advantage as they knew the tourism industry well enough to be able to operate without encountering major hurdles.

Prior to owning and managing a business of their own, most of the participants had been working in the tourism industry. This was an added advantage compared the other women because they were familiar with the industry. But to actually own and operate their own business for a better future was important and a priority. A

participant stated that her motivation “to provide a better future for myself and my family.” So therefore, for a successful career change, one would need to understand why is it they want to change, the alternative options that can be considered and making the right decision.

5) Provision of Efficient & Effective Services

Tourism is an industry providing a service not only to the tourist market but also to the local Fijian market. Since it has been the main income earner for the Fijian economy and has provided jobs for thousands of people in Fiji, it is vital that these service providers offer efficient and effective customer services to their guests in order to lure them back in future. Customer service is very important in any service industry and as for those tour and travel businesses it is a must to provide good customer service in order to attract more customers to their business.

Some of the participants’ reasons for starting their tour and travel business were “To help the Fijians and assist them in terms of their travel arrangements”, i.e. Visa application and travel costs. Some cited the need “to market Fiji to other countries” while some stated that “People needed the right advice on visa requirements.” Other women expressed a wish to “Cater for the needs of tourists” and “Provide them with exceptional Fijian experience service. “When compared to the big and established businesses, these SMEs actually offer the same services even better at a lower cost. For example, a travel agent offering the same services as an airline or travel company would provide the very small and thorough details that these big companies do not provide at the same cost or at a lower cost. A tour business, compared to a tour company, would provide all the necessary information and also include transfers and meals as part of their packages instead of having to sell these products separately. With more and more tourists visiting our shores and the local market choosing the services provided by these businesses for their travel purposes, it is good to actually see that these small businesses especially those owned and managed by women are providing the competition and offering efficient and effective services to those that cannot afford.

4.5 Factor Analysis

Factor analysis operates on the notion that measurable and observable variables can be reduced to fewer latent variables that share a common variance and are unobservable, which is known as reducing dimensionality (Bartholomew, Knott, & Moustaki, 2011).

Factor analyses were tested for all four constructs and did not make much difference in terms of the mean, median and statistical significance of results. Firstly, we present the Kaiser-Meyer-Olkin and Bartlett's test to produce the factor scores for each constructs, than we eliminate or reduce the factors to take into account only the key variables for analysis purposes. We also present scree plots to show us a clear picture of the values of all factors presented in each constructs and finally analyze the mean, median and standard error of mean for each constructs using factor analysis and correlation analysis to see the differences in results and its variation. The first analysis was carried out on the motivation construct and the results obtained were presented as follows.

Figure 4 below shows KMO and Bartlett's test carried out to produce the factor score for the motivation construct.

Figure 4: SPSS output for KMO & Bartlett's motivation test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.786
Bartlett's Test of Sphericity	Approx. Chi-Square	484.208
	df	105
	Sig.	.000

A factor score can be considered to be a variable describing how much an individual would score on a factor. We can say that null hypothesis $H_0: p = 0.05$ states that there is no significant collinearity while the alternate hypothesis $H_a: p \neq 0.05$ states that there is a significant collinearity. As significance value equals 0 we reject null and accept the alternative hypothesis that there is a significant collinearity of data.

Taking into account the total variance explained in figure 5 below, we will eliminate or reduce the factor items that are less than 1. Therefore as depicted in the graph on the next page, only three factors have values of 1 and above from the total extraction sums of squared loadings.

Figure 5: SPSS output for total variance explained for extracted motivation factors

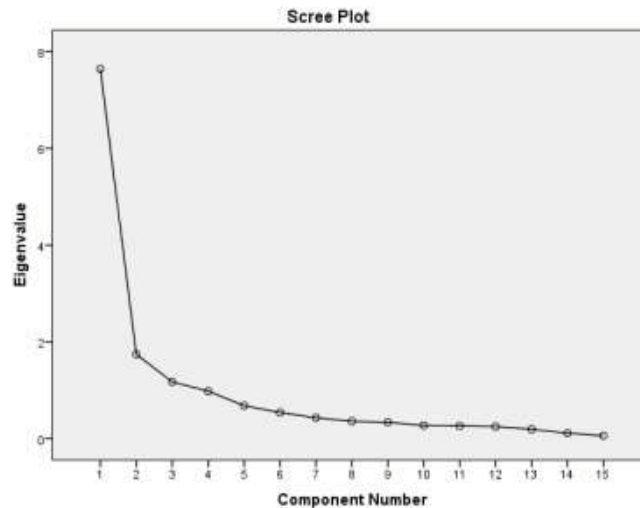
Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
	1	7.642	50.949	50.949	7.642	50.949	50.949	4.453	29.689
2	1.743	11.620	62.569	1.743	11.620	62.569	3.814	25.429	55.118
3	1.170	7.801	70.371	1.170	7.801	70.371	2.288	15.253	70.371
4	.978	6.522	76.893						
5	.678	4.521	81.413						
6	.537	3.582	84.995						
7	.428	2.851	87.845						
8	.356	2.373	90.218						
9	.335	2.236	92.454						
10	.269	1.792	94.247						
11	.259	1.728	95.974						
12	.246	1.643	97.617						
13	.190	1.264	98.881						
14	.111	.741	99.622						
15	.057	.378	100.000						

We can therefore say that out of the 15 variables accounted for in the motivation construct, items have been reduced to only 3 upon conducting factor analysis making it easier to focus on key factors rather than having to consider too many variables that maybe trivial. So this is done to place variables into meaningful categories.

The scree plot is a graph of the eigenvalues against all the factors. The graph as presented in figure 6 on the next page is useful for determining how many factors to retain. The point of interest is where the curve starts to flatten.

Figure 6: SPSS output scree plot for motivation factors



It can be seen in the graph above that the curve begins to flatten between factors 4 and 5. Note also that factor 4 onwards have an eigenvalue of less than 1, so only three factors have been retained. As we look at table 12 below, we can see that there is not much difference when factor analysis is carried out as the mean difference is only 0.13 when compared to carrying out correlation analysis on the 15 motivation variables.

Table 12: SPSS mean and median output motivation factor

	Mean	Standard Error of Mean	Median
Motivate	4.46	.07	4.53
Mot	4.33	.09	4.50

Figure 7 on the next page, shows KMO and Bartlett's test carried out to produce the factor score for the job satisfaction construct.

Figure 7: SPSS output for KMO and Bartlett's Job Satisfaction Test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.786
Bartlett's Test of Sphericity	Approx. Chi-Square	484.208
	df	105
	Sig.	.000

As depicted above, we can say that null hypothesis is rejected as significance value equals 0. Therefore alternative hypothesis is accepted because there is a significant collinearity of data.

Figure 8 below shows the total variance explained for job satisfaction factors.

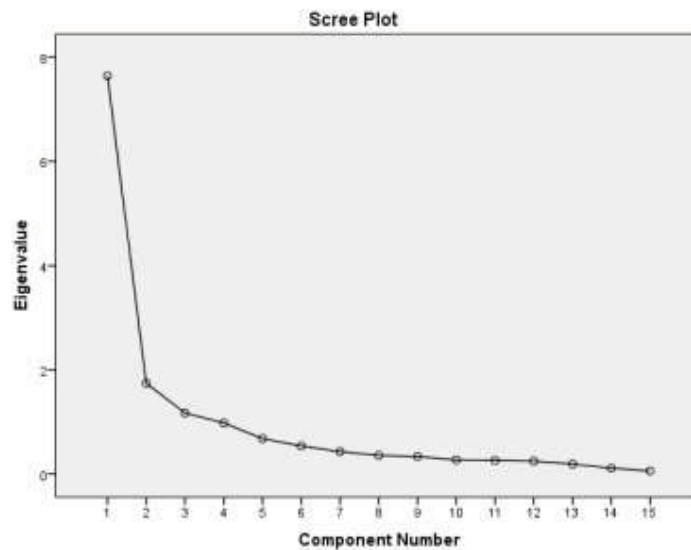
Figure 8: SPSS output for total variance explained for extracted job satisfaction factors

Component	Total Variance Explained								
	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	6.622	38.953	38.953	6.622	38.953	38.953	4.947	29.097	29.097
2	2.274	13.375	52.328	2.274	13.375	52.328	2.333	13.726	42.823
3	1.433	8.432	60.760	1.433	8.432	60.760	2.107	12.396	55.219
4	1.051	6.184	66.944	1.051	6.184	66.944	1.993	11.725	66.944
5	.979	5.762	72.706						
6	.828	4.872	77.577						
7	.796	4.684	82.261						
8	.558	3.279	85.541						
9	.506	2.978	88.519						
10	.492	2.894	91.413						
11	.342	2.014	93.427						
12	.313	1.839	95.265						
13	.255	1.497	96.762						
14	.192	1.130	97.892						
15	.169	.993	98.885						
16	.101	.597	99.482						
17	.088	.518	100.000						

Of the 22 job satisfaction variables only 4 had scores of 1 and above after factor analysis. Therefore items were reduced from 22 to 4 to focus on the key job satisfaction variables.

As shown in the scree plot in figure 9 below, the curve begins to flatten between the 5th and 6th factor. Taking into account factor analysis, only 4 factors had values of 1 and above.

Figure 9: SPSS output for scree plot indicating that the data have 4 factors



As we see in table on the next page, there is not much difference also in the mean results when factor analysis is carried out.

Table 13: SPSS mean and median output for job satisfaction factors.

	Mean	Standard Error of Mean	Median
Satisfac	3.88	.07	3.86
Sat	3.86	.08	3.80

The mean satisfaction when taking into account the 22 job satisfaction variables for analysis is 3.88 whereas reducing the items to only 4 upon factor analysis we get a mean score of 3.86. We therefore have a mean difference of only 0.02.

Figure 10 below shows KMO and Bartlett's test carried out to produce the factor score for the entrepreneurial performance construct.

Figure 10: SPSS output for KMO and Bartlett's Entrepreneurial Performance test

O and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.582
Bartlett's Test of Sphericity	Approx. Chi-Square	214.716
	df	78
	Sig.	.000

As presented above, we can say that null hypothesis is rejected as significance value equals 0. Therefore alternative hypothesis is accepted because significant collinearity exists.

Figure 11 below shows the 13 entrepreneurial performance variables that were analyzed.

Figure 11: SPSS output for total variance explained for extracted entrepreneurial performance factors

Component	Total Variance Explained								
	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.604	27.721	27.721	3.604	27.721	27.721	2.444	18.803	18.803
2	2.136	16.428	44.149	2.136	16.428	44.149	2.214	17.028	35.831
3	1.770	13.615	57.764	1.770	13.615	57.764	2.047	15.743	51.573
4	1.241	9.546	67.310	1.241	9.546	67.310	2.046	15.736	67.310
5	.891	6.851	74.161						
6	.742	5.709	79.870						
7	.624	4.796	84.666						
8	.536	4.121	88.787						
9	.415	3.192	91.979						
10	.364	2.799	94.777						
11	.351	2.698	97.476						
12	.188	1.449	98.925						
13	.140	1.075	100.000						

Upon carrying out factor analysis only 4 variables had scores of 1 and above. Therefore items were reduced from 13 to 4 to focus on key entrepreneurial performance variables.

As shown in the scree plot in figure 12 below, the curve begins to flatten between the 5th and 6th factor. Taking into account factor analysis, only 4 factors had values of 1 and above.

Figure 12: SPSS output for scree plot indicating that the data have 4 factors

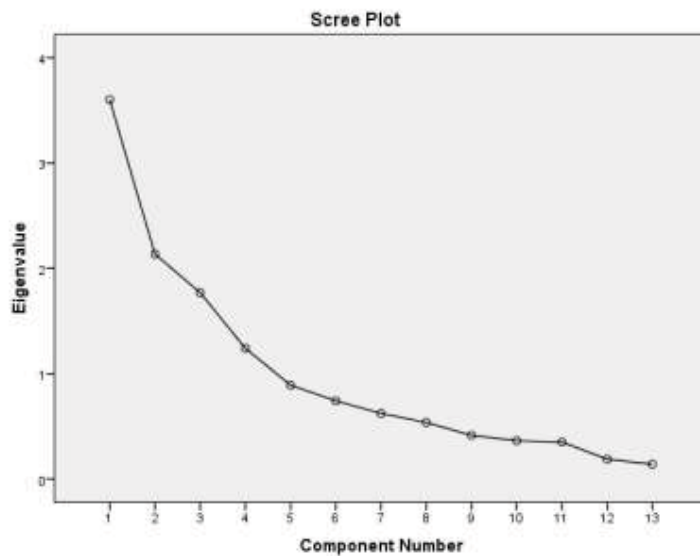


Table 14 below shows the mean and median results of entrepreneurial performance when factor analysis was carried out.

Table 14: SPSS mean and median output for entrepreneurial performance factors

	Mean	Standard Error of Mean	Median
Perform	3.84	.06	3.85
PER	3.76	.10	3.75

The mean obtained when taking into account the 13 entrepreneurial performance variables for analysis is 3.84. As items are reduced upon factor analysis we get a mean score of 3.76. We therefore have a mean difference of only 0.08.

Figure 13 below shows KMO and Bartlett's test carried out to produce the factor score for the entrepreneurial challenge construct.

Figure 13: SPSS output for KMO and Bartlett's Entrepreneurial Challenge Test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.692
Bartlett's Test of Sphericity	Approx. Chi-Square	318.637
	df	91
	Sig.	.000

As presented above, we can say that null hypothesis is rejected as significance value equals 0. Therefore alternative hypothesis is accepted because significant collinearity exists.

Figure 14 below shows the 14 entrepreneurial challenge variables that were analyzed.

Figure 14: SPSS output for total variance explained for extracted entrepreneurial challenge factors

Component	Total Variance Explained								
	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.479	39.135	39.135	5.479	39.135	39.135	3.168	22.630	22.630
2	1.766	12.611	51.746	1.766	12.611	51.746	2.703	19.308	41.938
3	1.347	9.624	61.371	1.347	9.624	61.371	2.037	14.551	56.490
4	1.148	8.198	69.569	1.148	8.198	69.569	1.831	13.079	69.569
5	.933	6.668	76.236						
6	.794	5.668	81.905						
7	.552	3.943	85.848						
8	.458	3.272	89.120						
9	.447	3.194	92.314						
10	.351	2.509	94.823						
11	.279	1.996	96.819						
12	.216	1.544	98.363						
13	.151	1.079	99.442						
14	.078	.558	100.000						

Upon carrying out factor analysis only 4 variables had scores 1 and above. Therefore items were reduced from 14 to 4 to focus on key entrepreneurial challenge variables.

As shown in the scree plot in figure 15 below, the curve begins to flatten between the 5th and 6th factor. Taking into account factor analysis, only 4 factors had values of 1 and above.

Figure 15: SPSS output for scree plot indicating that the data have 4 factors.

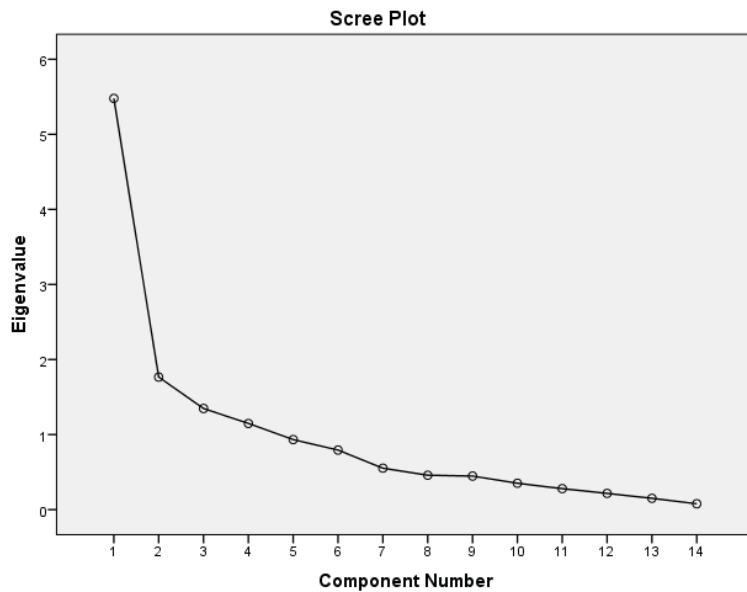


Table 15 below shows the mean and median results of entrepreneurial challenges.

Table 15: SPSS output for entrepreneurial challenges mean and median

	Mean	Standard Error of Mean	Median
Challeng	3.67	.08	3.57
Chal	3.84	.10	3.80

The mean obtained when taking into account the 14 entrepreneurial performance variables for analysis is 3.67. As items are reduced upon factor analysis we get a mean score of 3.84 showing an increase in mean scores as compared to the other three previous constructs analyzed. We therefore have a mean difference of only 0.17.

4.6 Conclusion

This chapter has presented the results of the study. Firstly, the demographic information of participants was presented and also the reliability of data collected. Following this was the results presentation on hypothesis testing whereby correlation and moderation analysis were both used. Finally results regarding business performance and women's business startup motives were presented. These results basically answered all the research objectives which were set out before the actual study was undertaken.

Chapter Five

CONCLUSION, POLICY IMPLICATIONS, RECOMMENDATIONS& FUTURE RESEARCH

5.1 Introduction

This chapter concludes and sums up the research. It also offers recommendations for women entrepreneurs and managers of travel and tour businesses in Fiji, and presents policy implications to be put in place to help women who are already in this business and those hoping to start their own business in this industry. It also suggests ways for future research directions that can be done by those who are keen on finding out more regarding this topic area.

Firstly a summary of the key findings of this study will be presented before a discussion of the recommendations for future actions to improve the problems faced by women in this area. Some of the important existing policies for this business industry will be elaborated upon, and possible policies that can be implemented to support and strengthen these women entrepreneurs will also be discussed. Lastly, is to elaborate on how future researchers can help provide more information, facts and figures on this research area for the use by relevant stakeholders in this business industry.

5.2 Key Findings of Study

The research was carried out to explore and explain the impact of motivation and job satisfaction on women's entrepreneurial performance in the travel and tour businesses in Fiji and also to find out the challenges that affect them and how they can be solved. The information gathered from 53 participants provided a good understanding of the current status of their entrepreneurial performance as an impact of their motivation and job satisfaction. The introductory chapter of this study elaborated on the purpose of this research focusing on the research aim, objectives

and questions. The hypotheses which were tested in this study were noted and elaborated on before the study focused on the literature review.

The literature review presented the 'state of things' in the sphere of women entrepreneurial in the tour and travel business. It was conducted and categorized accordingly stating the definitions and aspects of the different factor variables. The literature used was confined to between 2010 and 2016 to ensure that information provided is up to date.

The research methodology deliberates in detail about the research development. Motivation and job satisfaction are important as they contribute to the performance of an individual. Moreover, the chapter on research methodology covered the research design and its justification and also the research problem and the conceptual framework of study. Various factors were then discussed from motivational to job satisfaction, entrepreneurial performance and challenges. The chapter also identified the population and sampling methods, data collection, and reliability tests and data analysis. Due to time and financial constraints, the sample selected was limited to the Viti Levu town and city areas using a consecutive sampling method to identify possible respondents.

Chapter 4 presented the results and explained how Spearman's correlation analysis was used to test the hypothesized relationships of hypothesis 1 to 3 while a moderation analysis was used to test hypothesis 4. These results were explained, justified, linked to relevant literature and the theoretical models which the study tested. Furthermore, key results were the entrepreneurial performance of women entrepreneurs and managers of tour and travel businesses and the main reasons behind venturing into business in this area. The hypothesis results confirmed that there was a positive correlation between intrinsic motivation and job satisfaction of women entrepreneurs and managers in the tour and travel businesses. There was a positive correlation between extrinsic motivation and job satisfaction of women entrepreneurs and managers in the tour and travel businesses, and a positive correlation between job satisfaction and entrepreneurial performance of women entrepreneurs and managers of tour and travel businesses in Fiji. Entrepreneurial

challenges do have a mediating effect of job satisfaction on entrepreneurial performance. Overall, the performance of women entrepreneurs and managers of tour and travel businesses were good and the main reasons for the startup of these women's businesses were a career change, the provision of good service for the industry, the need to make a living, to seize an investment opportunity and to have their own business and be their own boss.

5.3 Policy Implications

In undertaking this research, several policy implications concerning women entrepreneurs and managers in business have been taken into consideration as they are considered to be of great help and support to women in the tour and travel business. First of all is having the relevant authority increase the abilities of women to be part of the labor force in Fiji. In developing countries, women are known to be stay at home mothers doing household chores and looking after the children. But as time goes, things start to change and the mindset of people also change, therefore our women need to be given the right and access to education, own income and be able to control their own lives. For women who are not fortunate to be in the workforce because they have to look after their children, authorities should ensure that there are child care made available and affordable to help them. Moreover, there is a need for women already in the labor force to be treated and given equal respect as their male counterparts. Another way of helping women is to improve their position in society and promote entrepreneurship so that they are capable of starting their own business.

Another implication is to set up policies that allow women entrepreneurs to have their voices heard. Women at times feel left out because their views are not taken into consideration and this contributes to low morale. Having facilities or centers set up by authorities to cater for the needs and wants of women in business would be a boost to them. These centers could offer a wide range of programs, training and development for our women entrepreneurs, services such as web-based information, seminars and meetings which will be of great contribution for our women in business.

Policies should promote the development of women entrepreneur networks. These networks, whether national or international, can be an added advantage for our women in business. These networks are seen to be a major source of knowledge about women entrepreneurship and are an important tool for its promotion and development. With such networks women entrepreneurs are exposed to a wide range of opportunities and are provided a platform where they meet with other women and male entrepreneurs, share ideas and gain knowledge from them regarding entrepreneurship. Policies that can also be looked at are the improvement of financing prospects for firms owned by women. This can be done through increasing the scope of community involvement targeted at improving small businesses access to bank credit, equity, business finance and the prevention of discrimination in terms of access to loans. Since loans are commonly utilized by small business entrepreneurs for business support particularly women, it is important that individuals are treated equally irrespective of their gender and background when applying for loans in financial institutions.

5.4 Recommendations

Women entrepreneurs play a vital role in the Fiji economy. The study reveals how motivation and job satisfaction contributes to their daily operations, how well they have been performing and the challenges they face. It is these challenges which limit the growth and development of women entrepreneurs and act as a barrier to the opportunities that are available for women entrepreneurs. Therefore, this study has come up with a few recommendations which should be of help to women entrepreneurs and women hoping to one day start a business of their own.

As indicated earlier in the analysis section, one of the challenges faced by women entrepreneurs is funding issues so therefore relevant stakeholders should look into increasing funding for women in small business. This can help current women in business and also women who intend to start a business in the future. Financial institutions, private organizations and donors can help achieve this through financial support schemes for women in business. For budding women entrepreneurs, this funding support can help them towards resourcing, marketing and running the

business. Eventually as the small business grows and succeeds then the entrepreneur can look into ways of expanding its operations.

Decreasing the risks arising from the challenges associated with becoming an entrepreneur is another option. One of the barriers deterring women from engaging in entrepreneurial ventures is the risks that are involved. What can be done is to look at how various policies can help lessen the burdens and risks facing women. Often these problems are faced by women with young families so policymakers could look at whether child care or preschools can be subsidized. Other related policies can also be created to allow for a strong entrepreneurial environment particularly for our women.

Furthermore, awareness programs can be created with increased participation from women leaders. By creating such programs for women entrepreneurs, it is vital for training providers to be mindful of the individual needs of participants so that these programs are effective and resourceful to them. Such programs and training help entrepreneurs enhance their personal skills, business skills and knowledge. Some programs encourage active learning methods to help those women who are not vocal and those that tend to be less confident when amongst others. Having women leaders in such programs gives an added advantage in terms of moral support and encouragement. These women leaders will encourage women entrepreneurs in reaching their ultimate goals and also create opportunities such as networks and organize events for women entrepreneurs to access financial help and mentors.

5.5 Future Research

With the experience and knowledge gained from this research and also the limitations identified pertaining to the study, it is suggested that future research to be carried out. Scholars can undertake a research similar to this study but focus on male entrepreneurs and managers so that there is a better understanding on motivation and job satisfaction among female and male entrepreneurs of tour and travel businesses. From this study the entrepreneurial performance of male entrepreneur female entrepreneurs can be identified. As this study included women entrepreneurs in

mainland Viti Levu only, a future study could account for women entrepreneurs and managers of tour and travel businesses operating on the island of Vanua Levu. This research, if conducted, would provide a better and larger sample size for data analysis.

Another possible research could take into account the tourism SMEs as a whole. Even though this will require more time and resources, it would give a better understanding on entrepreneurs' motives and job satisfaction within the tourism sector in Fiji and how well their businesses perform. Alternatively, a research on employees can be carried out instead so that we can be familiar with how employees differ from entrepreneurs/managers (employers) in terms of motivation, job satisfaction and their performance in the tourism sector. Moreover, because this study was limited to SMEs business only, research can also be carried out on large and established businesses within the tourism industry or businesses in other sectors such as manufacturing, retail, education, health and so forth.

5.6 Conclusion

The chapter provided some of the key findings to the study and the policy implications for relevant authorities so that women entrepreneurs are not disadvantaged. Some recommendations for the betterment and development of women entrepreneurs and future entrepreneurs are also advanced. Furthermore, this chapter concludes with some important suggestions for further research in this topic. Each chapter were carefully presented to enable a better understanding of contents with results being discussed and presented to show how the study objectives had been answered and hypothesis supported.

The study has given us a better understanding of women entrepreneurs and managers of tour and travel businesses in Fiji, in relation to their sources of motivation, satisfaction levels with their jobs and how these impacted business performance. We found various scholarly literatures and research work on women entrepreneurs and the relations it had with motivation, job satisfaction, entrepreneurial performance and challenges. The method of study used comprised of a mixed approach considering various factors such as sample size, questionnaires used and hypothesis tested. Upon

conducting the study, limitations were found mainly with a low sample size which the researcher did not have control over, communication or language barrier in terms of participants understanding the questionnaires handed out for them to fill and time period given to conduct study was limited.

Results attained from data analyzed help answered all the 5 research questions which the study had set out to find. Research objective 1(RO1) / hypothesis 1(H1) and RO2/H2 answered research question 1(RQ1) of motivation (both intrinsic and extrinsic factors) having a positive impact on women entrepreneurs job satisfaction. RO3/H3 answered RQ2 where job satisfaction had a positive impact on entrepreneurial performance. RO4/H4 again answered RQ3 of the various challenges faced by women entrepreneurs in the tour/travel business in Fiji and its partial mediating impact on job satisfaction and entrepreneurial performance. RQ4 and RQ5 were also answered through qualitative analysis and we were able to find out how well businesses were performing or not and the reasons as to why women entrepreneurs decided to do business in the tourism industry.

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APPENDIX

Faculty of Business and Economics

School of Management and Public Administration

Master of Commerce – Supervised Research Project Questionnaire

The Effect of Motivation and Job Satisfaction on Entrepreneurial Performance. A study on Women entrepreneurs and managers of tour and travel businesses in Fiji.

Part A: Background Information

To answer the following questions, place a tick on the appropriate box.

Q1. Business Existence:

< 6months 6-12months 1-5yrs 6-10yrs >10yrs

Q2. Type of business operation:

Sole Proprietor Partnership Others (Please state): _____

Q3. Number of Employees:

<5people 5-10people 11-20people >20people

Q4. Age category:

Under 25yrs 25-34yrs 35-44yrs 45-54yrs 55yrs or older

Q5. Education Level:

High School Diploma Degree Masters Others: _____

Q6. Race or Ethnicity:

I-Taukei Indo-Fijian European Others

Q7. Marital Status:

Single Married Divorced Widowed

Part B: Motivation of Entrepreneurs

On a scale of 1 to 5 where 1 is very unimportant, 2 is unimportant, 3 is neutral, 4 is important 5 is very important. Tick the appropriate box of your choice.

<i>Q8. How important are these factors in motivating you as an entrepreneur?</i>	1	2	3	4	5
1. Money that the business is earning					
2. Commission you earn from selling other businesses products on their behalf to your clients					
3. Goals you set out for your business					
4. Effective communication					
5. Job Security					
6. Appreciation of your co-workers					
7. Recognition of business within the tourism industry					
8. Flexible working hours					
9. Responsibility as a leader					
10. Passion for your job					
11. Training and development for employees					
12. Competition within the industry					
13. Business Challenges					
14. Being in control (i.e. Decision maker for business)					
15. Relationship with stakeholders					

Part C: Job Satisfaction

On a scale of 1-5, where 1=very dissatisfied, 2=dissatisfied, 3=neither, 4=satisfied and 5=very satisfied. Tick the appropriate box of your choice.

<i>Q9. How do you feel as an entrepreneur about the following?</i>	1	2	3	4	5
1. The chance to be of service to others					
2. The chance to have others look to me for direction					
3. My job security					
4. The people I work with					
5. The physical surroundings of where I work					
6. The chance to supervise other people					
7. The support from family members and friends					
8. Assistance and help from government					
9. Marketing of my business or products					
10. My competitors					
11. Performance of business					
12. Business tax					
13. My clientele					
14. Stress from work or family					
15. Hours of work					
16. Location of my business					
17. Money I earn from the business					
18. Business expenses					
19. Economic situation of the country					
20. Travel Industry stakeholders (e.g. Tourism Fiji or the Ministry of Tourism).					
21. Airlines in Fiji					
22. Hotels & Resorts in Fiji					

Part D: Entrepreneurial Performance (Tick appropriate answer)

Q10. How well has your business been performing over the years?

Exceptionally well Good Average Poorly

Q11. Where do you see your business in 10 years' time?

On a scale of 1-5, where 1= strongly disagree, 2= disagree, 3=neutral, 4= agree and 5=strongly agree. Tick the appropriate box of your choice.

Q12. Do you agree or disagree with the following?	1	2	3	4	5
1. Has there been an increase in sales volume for your business within the past year?					
2. Does Return on Equity have an impact on your business?					
3. Is your Gross Revenue more than your expenditure?					
4. Are your customer's satisfied with your services?					
5. Does your business have a problem of employee turnover?					
6. Is your business using the right marketing tools or techniques?					
7. Does your business provide good customer service?					
8. Is it important for your business to be well versed with technology changes?					
9. Is it vital to know your competitors					
10. Is it vital to know your business competitive position within the travel agency market?					
11. Do you need new products to provide for the travel market?					
12. Do the products you sell meet customer and quality performance?					
13. Is there a need to effectively manage people and resources within your business?					

Q13. Can you provide an estimation of how much profit or loss you have incurred in the last financial year? _____

Part E: Entrepreneurial Challenges

On a scale of 1-5, where 1=very less, 2=less, 3= neither, 4= great and 5= very great. Tick the appropriate box of your choice.

<i>Q14. What impact do these factors have on your business?</i>	1	2	3	4	5
1. Cash flow management					
2. Hiring of employees					
3. Time management					
4. Delegating tasks					
5. Marketing strategies					
6. Capital in starting business					
7. Support from family					
8. Work-life balance					
9. Customers					
10. Business rates					
11. Bank loans					
12. Competitive market					
13. Trustworthy business partner or employees					
14. Stress management					

Q15. What was your previous employment? _____

Q16. What is the main reason for you to start this business?

Your participation & cooperation is greatly appreciated!